



BOARD OF TRUSTEES
January 14, 2020
LEEPER CENTER – 3800 WILSON AVE.

Regular Meeting - 6:30 PM

AGENDA

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call
3. Amendments to Agenda
4. Conflict of Interest

B. COMMUNITY PARTICIPATION

1. **Public Comment** - Individuals wishing to participate in Public Comments (non-agenda item) are requested to sign up on the form provided on the podium. When you are recognized, step to the podium, state your name and address then speak to the Town Board of Trustees. Please limit comments to three (3) minutes.
2. Presentation
 - a. Main Streets Work Plan
Presentation: Kallie Cooper, Wellington Main Streets Program Executive Director

C. CONSENT AGENDA

1. Board of Trustee Minutes for December 10, 2019
2. Contract Renewal — Larimer Humane Society
3. Resolution No. 2-2020 — Setting Posting Location for Meetings
4. Annual Adoption of the Town's 3-Mile Plan for Municipal Annexations

D. ACTION ITEMS

1. Ordinance No. 1-2020 — Conditionally Annexing Country Lane Acres Annexation to the Town of Wellington
2. Ordinance No. 2-2020 — Vacating Temporary Cul-de-sac and Accept Dedication of Public Utility and Access Easements
3. Ordinance No. 3-2020 — Modifying Court Time
4. Resolution No. 3-2020 — Appointing Town Treasurer

5. Town Hall Space Needs Assessment Update
6. Purchase Request — Wilson Wells Improvement Project
7. Contract Approval— GovHR Finance Director Recruitment
8. Purchase Request — 3804 Cleveland Avenue

E. REPORTS

1. Town Attorney
2. Town Administrator
3. Staff Communications
4. Board

F. EXECUTIVE SESSION

1. Executive session pursuant to § 24-6-402(4) (a) to discuss the purchase, acquisition, lease, transfer, or sale of real, personal, or other property interest, involving both the possible acquisition of 3804 Cleveland Avenue and the possible lease of property for Town office space. No member of the local public body has a personal interest in either such purchase, acquisition, lease, transfer, or sale transaction. As required by C.R.S. §24-6-402(2)(d.5)(II)(B) and (II)(E) the executive session proceedings will be electronically recorded and the record will be preserved for 90 days through April 14, 2020.

G. ADJOURN

The Town of Wellington will make reasonable accommodations for access to Town services, programs, and activities and special communication arrangements. Individuals needing special accommodation may request assistance by contacting the Deputy Clerk at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.

Wellington Main Street Work Plan



Transformational Strategy #1: Wellington's Front Porch

Objective	Action	Performance Measures and Outcomes	Who will Lead? Who is on the Team?	Projected Date for Completion	Funding Source?	Success =	Status	Committee	Status & Notes
Downtown Beautification	Annual Color	Fully funded annual color (\$2,500)	Design Committee	10/01/20	Sponsorships	Downtown Beautification	Progressing	Design	Will reach out to previous sponsors in January and then open it up to the public at the end of February
	Installing outdoor furniture into downtown Wellington	Installing outdoor furniture into downtown Wellington. Utilizing local artists to paint chairs to put downtown as public art pieces	Harvest Farms, ED, and Design Committee, Rich Cruise, local artists	Summer 2020	Sponsorships, grants, event fundraising	Improved downtown accessibility/beautification	Not started	Design	
	Murals	Work with the railroad and Cottonwood Landscaping to improve the landscaping and overall aesthetic in front of the historic train depot mural and discourage parking	Design Committee, Railroad, Cottonwood Landscaping	Summer 2020	Sponsorships, grants, event fundraising	Downtown Beautification	Progressing	Design	Linda has spoken and met with the railroad to have materials donated. We will use leftover funds from the Annual Dinner and Christmas décor (~\$1,000) to get started
		Complete "Greetings From" Mural on the Filling Station building	Design Committee, Dynamic Image	06/30/20	DOLA Mini-grant	Downtown Beautification	Progressing	Design	Project scope has been approved. Design approved. Mini-grant extended until June 2020 due to inclement weather
	New downtown banner design	Clearly marked downtown area	Design Committee, Dynamic Image	09/01/20	Sponsorships	Downtown Recognition	Progressing	Design	Discussions started, looking at 'Historic Downtown' theme
Elevate community interest in Downtown via events	WellORama	# of Attendees, \$ Spent Locally, Celebrating History and Culture	Well-O-Rama Committee and Executive Director	August 8th, 2020	Sponsorships, grants, Staffing hours, vendor fees	Fundraising for projects	Progressing	Special Events / Promotion	
	Collaborate with other local organizations to put on events in downtown Wellington. 0.5K, Brewfest, Trick or Treat, 4th of July, Shop Small Saturday	Funds to help fund downtown projects and promotion of downtown Wellington	Special event committees: Brewfest committee, .5k Committee, Kiwanis, Town of Wellington, ED	Dec-20	Staffing hours, Town funds, grants, sponsorships, donations	Fundraising for projects	Progressing	Promotion	May be asked by the Town to help with more planning of the 4th of July event
	Research feasibility of Farmer's/Craft Market	# of attendees, \$ spent locally, # of vendors	Special event committees, ED, Town of Wellington	August 1st, 2020	Sponsorships, Staffing hours, Vendor fees	Fundraising for projects	Not started	Promotion	
Promotion of Downtown Wellington	Front Porch Fridays	# of Events, Business Participation, Social Media Interaction	Promotion committee and Executive Director	Monthly (October - March)	WCMSB Budget, staffing hours	Education and volunteer outreach	Ongoing	Promotion	Educational event and volunteer/business recruitment and networking. Encourage business participation in Friday discounts. Working on the idea of discount cards.
	Publications (Chamber newsletter, NFN Articles)	Education and Outreach	Executive Director	Quarterly	Staffing hours	Community Engagement	Quarterly	Promotion	Bimonthly publication, using NFN articles
	Social Media Calendar	Effective Outreach, Social Media Reaches	Executive Director	Dec-20	Staffing hours	Community Engagement	Progressing	Promotion	

Wellington Main Street Work Plan



Transformation Strategy #2: Vibrant Downtown and sustainable partnerships

Objective	Action	Performance Measures and Outcomes	Who will Lead? Who is on the Team?	Projected Date for Completion	Funding Source	Success =	Status	Committee	Status & Notes
Increase methods of financial sustainability	Education for the MS Board regarding the DDA	Board educated and able to help educate others	Organizational Committee, Executive Director	Feb-20	DOLA	Educated Board and agreement with Town Trustees	Progressing	Economic Vitality	Scheduling a meeting with Matt Ashby to discuss strategic plan and facilitate a meeting with the Town Trustees to discuss the impact of a DDA
	Identify and pursue grant opportunities	Secure grant funding, Bohemian Foundation, DOLA minigrant, ect	Executive Director, Organizational committee	Ongoing	Staffing hours	Grant funding obtained	Ongoing	Economic Vitality	Applied for Bohemian Grant, Mishawaka Grant, DOLA Mini-grant,
	Complete checklist to become a Graduate Main Street Program in 2020	Checklist created and next steps identified	Executive Director, Organizational committee	Dec-20	Staffing hours	Goals set	Progressing	Organization	We have a checklist completed and need to start working through the items to get done
Update operational materials	Update business listings and contact information within the new program area	Complete listing of all of the businesses in our program area / DOLA Requirements	Organizational Committee, Executive Director	Mar-20	Staffing hours	Completed list with contact information	Not started	Organization	
	Update bylaws, specifically Board member qualifications and nomination process, email voting procedures, and committee make-up	Updated bylaws	Organizational Committee, Executive Director	Mar-20	Staffing hours	Updated Bylaws	Not started	Bylaws Committee / Organization	
	Create a Board Member Onboarding document outlining expectations, and roles and responsibilities	Improved Board Member onboarding	Organizational Committee, Executive Director	Nov-20	Staffing hours	Improved Board Member onboarding	Not started	Organization	
	Update MOU with Town of Wellington	Unified vision for supporting downtown business environment	Board of Directors, Board of Trustees	1-Sep-20	Staffing hours	Roles and Responsibilities defined	Ongoing	Organization	
Collaboration with other organizations for the benefit of downtown Wellington	Collaboration with volunteer organizations (Kiwanis, Rotary Club, Boys and Girls Club), Parks Advisory Board, Community Activities Commission, Town Trustees, Chamber of Commerce	Partnerships, Volunteers, and best use of human resources	Executive Director, Organizational committee and Economic Vitality committee	Monthly	Staffing hours	Collaboration and unity	Ongoing	Organization	Ongoing
Advocate for Downtown Improvement needs	Collaboration with the Town Trustees, and Town Staff, for a unified vision for downtown / Comprehensive Plan / Downtown Master Plan	Roles and responsibilities identified	Executive Director, Organizational and Economic Vitality	Nov-20	Staffing hours	Partnership between Town and WCMSP	Progressing	Organization	Tracey Jensen has been invited to be a part of the Steering Committee for the Town's Comprehensive Plan
	Advocate for pedestrian-friendly downtown and walkability	Improvements made in this area	Economic Vitality	12/1/2020 / Ongoing		Steps towards safer downtown	Progressing	Organization	DOLA Mini-grant for 2020 will fund solar-powered flashing crosswalks downtown. Meetings with Poudre school district and CDOT
	Advocate and seek funding for Infrastructure needs / Assist the Town of Wellington in their Capital Improvement Plan	Improvements made in this area	Economic Vitality	Ongoing	Grant funding	Infrastructure improvements	Progressing	Economic Vitality	Attending meetings to advocate/learn. Need to look in to broader funding options.

BOARD OF TRUSTEES
REGULAR BOARD MEETING
December 10, 2019

A. CALL TO ORDER

The Regular Board Meeting was called to order at 6:30 p.m. December 10, 2019 at the Leeper Center, 3800 Wilson Ave, Wellington CO.

1. Pledge of Allegiance

2. Roll Call

TRUSTEES PRESENT: WYATT KNUTSON, JOHN JEROME, TIM WHITEHOUSE,
JOHN EVANS, DANIEL SATTLER, TROY HAMMAN and
MATT MICHEL (arrived at 6:42 p.m.)

TRUSTEES ABSENT: NONE

PRESIDING: TROY HAMMAN, MAYOR

ALSO, PRESENT: ED CANNON, TOWN ADMINISTRATOR
KELLY HOUGHTELING, ASSISTANT TOWN ADMINISTRATOR
CYNTHIA SULLIVAN, DEPUTY CLERK
CODY BIRD, TOWN PLANNER
PETE BRANDJORD, FINANCE DIRECTOR
BOB GOWING, PUBLIC WORKS DIRECTOR
MICHELLE VANCE, ECONOMIC DEVELOPMENT MANAGER
TYLER SEXTON, ASSISTANT FINANCE DIRECTOR
DANIEL JONES, WATER TREATMENT OPERATOR
BRAD MARCH, TOWN ATTORNEY OFFICE

3. Additions or Corrections to Agenda
None

4. Conflicts of Interest
Trustee Whitehouse said he is an adjacent property owner to Item D3 and would abstain.

B. PUBLIC COMMENT

1. Public Comment

Jon Gaiter, 8132 4th St, asked if there is a schedule for plowing the smaller streets once the main streets have been plowed.

2. Presentation

Julie Brewen, CEO, Housing Catalyst, gave a history of the Wellington Housing Authority. She explained how the Town and Housing Authority have worked together on subsidized housing. She explained how the subsidy platform would be changing and asked for a letter from the Mayor supporting the changes. She explained the advantages of the change for the residents and for their ability to better maintain the properties. She talked about the structure and ownership of the properties and the roll of the Wellington Housing Authority. There was discussion about need and possible expansion.

Trustee Michael suggested that when they have work that they try to contract with local businesses.

Trustee Whitehouse asked if these properties were considered in the comprehensive plan update. Mr. Bird said we will look at affordable housing as part of the comprehensive plan.

Action on this item would be considered at the second meeting in January.

C. CONSENT AGENDA

1. Board of Trustee Minutes from December 3, 2019

Trustee Michel said his name was misspelled.

TRUSTEE WHITEHOUSE MOVED, AND TRUSTEE KNUTSON SECONDED to approve consent agenda. Motion passed unanimously.

D. ACTION ITEMS

1. Cancellation of the DECEMBER 17, 2019 Work Session and the December 24, 2019 Board of Trustees Meeting.

TRUSTEE MICHEL MOVED, AND TRUSTEE SATTTLER SECONDED to cancel the Board meeting on December 24, 2019 and the work session on December 17, 2019. Motion passed unanimously.

2. 2020 Budget

Mr. Brandjord and Mr. Sexton presented the budget and the changes from last year's budget. There was discussion about the breakout format and why it was different than the packet. Mr. Brandjord reviewed the revenues, fund balances, and employee head count.

There was discussion about how paid bills were shown and what was included in the water fund.

Trustee Sattler asked why the benefit package for the Economic Development employee doubled. Mr. Brandjord said there was an increase in the insurance, and this is for a full year.

- a. Ordinance 17-2019 – Adopting budget for Town of Wellington 2020

TRUSTEE EVANS MOVED, AND TRUSTEE WHITEHOUSE SECONDED to adopt Ordinance 17-2019 adopting the budget for the Town of Wellington, Colorado for the Calendar Year Beginning the 1st day of January, 2020, and ending the last day of December, 2020, estimating the amount of money necessary to be raised by tax levy based on the said budget so adopted; estimating the amount of money to be derived from other revenue sources; setting forth estimated expenditures for each, and declaring an emergency. Motion passed unanimously.

b. Ordinance 18-2019 – Ordinance levying general property taxes

Mr. Brandjord said the mills decrease from 9 to 7.7.

TRUSTEE MICHEL MOVED, AND TRUSTEE SATTTLER SECONDED to approve Ordinance 18-2019 Levying General Property Taxes for the taxable year 2019 to defray costs of government for the Town of Wellington, Colorado, for the Calendar Year Beginning January 1, 2020, and Ending December 31, 2020, and declaring an emergency. Motion passed unanimously.

c. Ordinance 19-2019 – Ordinance appropriating sums of money to defray expenses and liabilities of the Town of Wellington

TRUSTEE SATTTLER MOVED, AND TRUSTEE WHITEHOUSE SECONDED to approve Ordinance 19-2019 Appropriating Sums of Money to Defray Expenses and Liabilities of the Town of Wellington, Colorado for the Fiscal Year Beginning January 1, 2020 and ending on December 31, 2020 and declaring an emergency. Motion passed unanimously.

3. Resolution 40-2019 Repealing Resolution 36-2019 and Finding Substantial Compliance of an Annexation Petition and Establishing a Public Hearing for Poudre School District Annexation.

Mr. Bird explained this item was scheduled and advertised for the November meeting that was cancelled due to weather. After discussion with the School District and Attorneys it was decided to restart the process by resetting the hearing, advertising and notification for the January 28th meeting.

Trustee Michel asked if the rescheduling would hold up the school development. Mr. Bird said the subdivision of the property will be done at the same meeting as the annexation to keep with the timeline for the school development.

TRUSTEE MICHEL MOVED, AND TRUSTEE EVANS SECONDED to approve Resolution 40-2019 repealing Resolution 36-2019 and Finding Substantial Compliance of an Annexation Petition and Establishing a Public Hearing for Poudre School District Annexation. Motion passed Trustee Whitehouse abstained.

4. Results of insurance review and responses to requests for proposal (RFP)

Mr. Brandjord explained what the insurance coverage package contains and what items were still being reviewed. The workmen's comp cost doubled due to the increase in the number of Town

employees and additional claims. Alliant is the firm being recommended because they would be about \$40,000 cheaper than Cirsa. Applied Risk Solutions did the risk study. There was discussion about flood insurance. The board asked staff to see if Cirsa could reduce their cost. Mr. Brandjord mentioned that Cirsa did not include workmen's comp. Trustee Sattler offered that he would be willing to devote time to work with the risk management company.

TRUSTEE SATTLER MOVED, AND TRUSTEE WHITEHOUSE SECONDED accept the recommendation to engage Alliant or a second company at staff's discretion at a premium to not to exceed \$175,306. Motion passed unanimously.

5. Memorandum of Understanding with Wellington Main Streets

Ms. Vance presented the Town proposal to partner with Wellington Main Streets and sharing office space in the building at 3749 Harrison Avenue. The Wellington Main Streets Board has also approved the Memorandum of Understanding. There was discussion about how different organizations would work together. Ms. Vance said by better coordinating the different organizations all organizations could become more efficient. Mayor Hamman said this arrangement could help when the Town pursues grants, including from DOLA.

TRUSTEE WHITEHOUSE MOVED, AND TRUSTEE SATTLER SECONDED to approve the Memorandum of Understanding with Wellington Main Streets for office space.

E. OTHER BOARD

F. REPORTS

1. Town Attorney

Mr. March commented on the letter of support that the Wellington Housing Authority asked the Mayor to sign. If there are no objections, he did not think it needed to come back before the board.

2. Town Administrator

Mr. Cannon mentioned that Mr. Brandjord would be leaving at the end of the year to take a position with the Greeley School District. He offered words of thanks for the effort Mr. Brandjord has given to the Town. He listed the roles, accomplishments, and savings Mr. Brandjord initiated over his time with the Town. Mr. Cannon mentioned that he has asked Mr. Sexton to be Interim Finance Director and Treasurer.

3. Staff Communications

Ms. Sullivan mentioned the workshop Saturday December 14th for potential candidates. It will be held at the Leeper Center at 10:00 a.m.

4. Board

Trustee Sattler asked if the Board could go into executive session to discuss the open Finance Director/Treasurer position.

G. EXECUTIVE SESSION

In at 8:09 p.m. on motion of John Jerome seconded by Dan Sattler, the board went into executive session for

Discussions regarding personnel matters§ **24-6-402(4)** (f)(I) involving the resignation and replacement of the town treasurer and finance officer and filling the vacancy in the position.

As required by C.R.S. §24-6-402(2) (d.5) (II)(B) and (II)(E) the executive session proceedings will be electronically recorded and the record will be preserved for 90 days through February 8, 2019.

The motion passed unanimously.

On motion of Dan Sattler seconded by John Jerome, the board came out of executive session at 8:25 p.m.,

It was noted when the board came out of executive session that the board had discussions regarding personnel matters as allowed by § **24-6-402(4)** (f)(I) involving the resignation and replacement of the town Treasurer and finance officer and filling the vacancy in that position.

As required by C.R.S. §24-6-402(2) (d.5) (II)(B) and (II)(E) the executive session proceedings would be electronically recorded and the record will be preserved for 90 days through February 8, 2019.

The Motion to come out of executive session passed unanimously.

There being no further business the meeting adjourned at 8:27 p.m.

Respectfully submitted:

Cynthia Sullivan, CMC
Deputy Town Clerk



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Kelly Houghteling, Deputy Town Administrator
Subject: Contract Renewal — Larimer Humane Society

EXECUTIVE SUMMARY

The Town currently uses the Humane Society for impound services and animal enforcement services during off hours. This agreement is a contract renewal with the Larimer Humane Society.

BACKGROUND / DISCUSSION

The Town of Wellington hired a new Neighborhood Services Officer, Jim Lafferty, to provide code enforcement and animal control to Wellington residents. This service is provided Monday - Friday, 8:00 a.m. - 5:00 p.m. On off hours, or if back-up is needed, the Town contracts with Larimer Humane Society for animal control support.

STAFF RECOMMENDATION

Staff recommends approval of the 2020 Larimer Humane Society contract renewal.

ATTACHMENTS

1. Humane Society Contract Renewal 2020

AGREEMENT

Section 1. This Agreement, dated for reference purposes only this 1st day of January 2020, is made by and between Town of Wellington, Colorado, hereinafter referred to as "the Town" and the Larimer Humane Society, hereinafter referred to as "the Society";

WITNESSETH:

WHEREAS, The Town has adopted, by resolution, a policy aimed at providing economical, safe, and humane animal sheltering and humane law enforcement services for residents of the Town and funds have been provided therefore; and

WHEREAS, the Society, a nonprofit corporation, is dedicated to safe and humane treatment of animals and desires to furnish said services;

WHEREAS, the Society operates a State-licensed animal shelter at 3501 East 71st Street, Loveland, Colorado, and employs trained and qualified persons to transport, shelter and handle animals within its custody; mailing address is 3501 East 71st Street, Loveland.

NOW, THEREFORE, the Town of Wellington and the Larimer Humane Society agree to the following:

1. Duration of the Agreement. This Agreement shall have an initial term of one year, January 1, 2020 through December 31, 2020, and shall automatically renew for successive 12-month terms, unless terminated by either party 90 days prior to the end of any term or unless sooner terminated as provided herein. Notice of termination shall be written notice to the other party stating such termination.
2. Scope of Services. The Humane Society shall perform the following duties pursuant to this Agreement:
 - a. Maintain and operate all physical plant facilities and equipment necessary for the efficient, effective operation of an animal shelter in compliance with state laws and ordinances and resolutions of the Town;
 - b. Provide for, or be responsible for, the professional services of a doctor of veterinary medicine licensed to so practice in the state of Colorado and available for 24 hour emergency services;
 - c. Maintain and provide all medical supplies, professional instruments, and equipment necessary for the efficient, effective operation of said animal shelter
 - d. Provide humane and appropriate vehicles equipped with equipment necessary for transport of animals impounded by the town to the animal shelter or designated veterinary clinic.
 - e. Require that the Society employee handling animal control violations cited into Wellington Municipal Court, appear in Wellington Municipal Court at the time scheduled

and facilitate prosecution of such violations as required by the Town, the Town attorney and the Court.

3. Operation and Management of Shelter. The Society shall:

- a. Conduct the operations of the animal shelter within and upon the above described property;
- b. Comply with the applicable laws of the State of Colorado, ordinances of the Town, the existing administrative directives of the Town, and such future administrative directives of the Town as may from time to time be agreed to by the Society and the Town Board of Trustees of the Town, relative to operating and managing the Animal Shelter and vehicles used for transport;
- c. Maintain the shelter in a clean, sanitary condition as required by the Pet Animal Care and Facilities Act;
- d. Accept from the Town for impoundment in the animal shelter, dogs, cats, and other companion animals similar in size to dogs, under the same terms and conditions as herein provided for the impoundment of dogs;
- e. Do each and every other professional act deemed necessary or appropriate to the end that the animal shelter shall be operated in an efficient, effective, and economical manner;
- f. Not release or otherwise dispose of any dog or other animal placed by the Town with the Society under the terms of this Agreement unless and until all impoundment periods prescribed by the Town and the State of Colorado Pet Animal Care Facilities Act have been satisfied or unless euthanasia prior to that time is deemed necessary or appropriate by the veterinarian or designated shelter personnel advising the Society.
- g. Keep and maintain all animals covered by this Agreement impounded to it by the Town under the provisions of this Agreement for at least the time required by the State of Colorado Pet Animal Care Facilities Act. In the event any animal is held for the purpose of observation for the presence of rabies, the animal shall be held for such times as directed by the Town Administrator/Clerk or other designated individual which time shall not be less than ten (10) days or such greater time as may be provided in the governing Town regulation or ordinance during which time, the daily board fee will be collected from the owner of the animal, or in the case of an unowned animal, will be paid by the Town.
- h. Not release an animal to its owner unless all requirements of the Town's regulation or ordinances, including payment of impoundment fees have been complied with unless the Society, in its sole discretion, waives said fees. The Society will report any fees waived and will not charge the Town for the impoundment/board of these animals.

- i. Submit a report on a quarterly basis with annual summary to the Town listing the following information in regard to the previous quarter:
 1. Total number of stray animals admitted from the Town. If the animal is brought to the Society by a citizen, the Society will make best efforts to confirm that the animal was found at an address in the Town.
 2. Total amount due based on fees described in Section 6 of this Agreement.
 3. Total number of impounded animals returned to their owners.
 4. Total number of impounded animals not reclaimed by their owners.
 5. Total fees due by the Town for animals not reclaimed by their owners, based on fees described in Section 6 of this Agreement.
 6. Total fees due by the Town for unowned stray animals held under rabies quarantine, based on fees described in Section 8 of this Agreement.
4. Transport of Animals. With regard to assisting the Town and transporting animals pursuant to this Agreement, the Society shall:
 - a. Respond to calls which originate from the Town, between the hours of 8:00 a.m. and 8:00 p.m. Monday through Sunday, and on an emergency basis as needed.
 - b. Only respond to requests for field service from the Town's Police, Larimer County Sherriff dispatch or a Larimer County Sherriff's deputy, the Town's Neighborhood Services Officer or the Town Hall. The Society will instruct Town citizens requesting service to contact one of these entities.
 - c. Ensure that transportation of animals take place within a reasonable time from the time the animal is taken into custody by the Town
 - d. Ensure that injured or ill stray animals receive veterinary care in accordance with the State of Colorado Pet Animal Care Facilities Act.
 - e. Immediately transport an animal to a licensed veterinarian for treatment if the animal is suffering or requires immediate veterinary care.
 - f. Maintain records of all calls responded to, and shall, at the end of each quarter, submit the following information:
 1. Case number of each call responded to.
 2. Total number of calls during normal hours of coverage.
 3. Total number of calls on an emergency basis.
 4. Fee amounts described in Section 8 of the Agreement as collected by animal and by owner/payee.
 5. Fee amounts described in Section 8 of the not charged and waived by animal and by owners.
 6. Total amount due based on fees described in Section 8 of this Agreement.
 7. Animals euthanized, to owner of any euthanized animal and the reason for euthanization of any animal.
5. Transport of Animals. With regard to assisting the Society and transporting animals pursuant to this Agreement, the Town shall:
 - a. Provide humane treatment, adequate food, access to water and sanitary conditions

- for animals picked up by the Town until they can be transported to the shelter.
- b. That transportation of the animals must take place within a reasonable time from the time the animal is taken into custody by the Town.
 - c. To immediately notify the Humane Society or to immediately transport an animal to a licensed veterinarian for treatment if the animal is suffering or requires immediate veterinary care.
6. Enforcement. With regard to assisting the Town with enforcement of animal regulations pursuant to this Agreement, the Society shall:
- a. Provide enforcement of state and local animal regulations only at the Town's request.
 - b. Conduct the investigation and enforcement action in a timely manner.
 - c. Provide the Town a record of the investigation in a timely manner.
7. Enforcement. With regard to assisting the Town with enforcement of animal regulations pursuant to this Agreement, the Town shall:
- a. Provide the Society with yearly training of Town animal ordinances and swear-in society officers.
 - b. Provide Society with appropriate paperwork to enforce Town animal ordinances.
8. Indemnity. Notwithstanding anything else herein, the Society shall protect, defend, indemnify, and hold harmless the Town, the departments and agencies thereof, its officers, elected and appointed, and its employees, servants, and agents from any and every action, cause of action, claim or demand of any person, natural or corporate who is not a subscribing party to this Agreement resulting from or arising out of any negligent act or omission of the Society, its officers, employees or agents, relating to the performance of any of the obligations of the Society under this Agreement. The Society shall not however, be liable for the acts, claims, or demands which may arise from the negligent acts of the Town, its officers, elected or appointed, and the departments thereof, nor for acts, claims or demands based upon the operation of the animal shelter by the Society or the transport of animals to the Shelter in compliance with instructions or orders given to the Society by authorized agents or elected or appointed officers of the Town.
9. Insurance. The Society shall carry liability insurance sufficient to insure against acts of omission of the Society, its employees and agents, with the minimum coverage as follows:
- | | |
|-----------------|-----------------------------|
| Bodily Injury | \$150,000.00/\$4,000,000.00 |
| Property Damage | \$50,000.00 |
- The Town shall be an "Additional Insured" on any policy obtained by the Society pertaining to its duties under this Agreement with respect to operations performed by or on behalf of the Society and falling within the scope of this Agreement between the Town and the Society.
10. Fee Schedule. The Town agrees:

- a. To pay the Society \$25 shelter fee for each animal impounded from the Town.
- b. To pay the Society \$15 per day cost of care fee for each animal not reclaimed by its owner, not to exceed \$75 (\$15 X 5 day stray period).
- c. To pay the Society \$15/day cost of care fee for each animal held under court order. There will be a charge of \$30/day for dogs on long term impounds required by State of Colorado Pet Animal Care Facilities Act to have two runs.
To pay the Society \$65 for each stray animal not reclaimed by its owner.
- d. To pay the Society \$25 impound fee plus 10-days board @ \$15 per day for unowned stray animals held under rabies quarantine. There will be a charge of \$30/day for dogs on long term impounds required by State of Colorado Pet Animal Care Facilities Act to have two runs.
- e. To pay the Society \$55 per call for officer assistance between the hours of 8:00 a.m. - 8:00 p.m.; and pay the Society \$65 per call for after-hours officer assistance.
- f. That the Society may retain, as additional compensation, all impound fees collected by the Society from individuals whom animals are released which have been impounded by the Town.

11. Independent Contractor Status. The Parties agree that:

- a. The Society is and shall at all times remain an independent contractor with the Town.
- b. The Society has, under this Agreement, only the right to receive compensation from the Town for the services performed hereunder;
- c. As to its dealings with third parties, the Parties shall have no power to bind the other by contract or any other manner, nor shall either have any power or authority to act for or on behalf of the other.
- d. The Society shall not assign any of the rights acquired by or delegate the duties imposed upon it under the provisions of this Agreement without having first obtained the written permission of the Town to do so.
- e. This Agreement may not be enlarged, modified, or altered except in writing, signed by the parties as an amendment thereto;
- f. No waiver of rights created by any breach of this contract shall be construed to be a waiver of rights created by any subsequent breach thereof;
- g. The only expenditures to be made by the Town under any by virtue of this Agreement shall be the charges and fees specifically provided.
- h. Society has complied with all federal, state and local laws requiring business permits, certificates and licenses required to carry out the services to be performed under this Agreement.

12. Taxes, Benefits and Workers' Compensation. With regard to taxes, benefits and workers' compensation:

- a. Town will not:
 - 1. withhold FICA (Social Security and Medicare taxes) from Society's payment or make FICA payments on Society's behalf,

2. withhold state or federal income tax from Society's payments.
3. Society shall pay all taxes incurred while performing services under this Agreement including all applicable income taxes and, if Society is not a corporation, self-employment (Social Security) taxes. Upon demand, Society shall provide Town with proof that such payments have been made.

THE SOCIETY IS NOT ENTITLED TO WORKERS
COMPENSATION BENEFITS AND THE SOCIETY IS
OBLIGATED TO PAY FEDERAL AND STATE INCOME
TAXES ON ANY MONIES EARNED PURSUANT TO THIS
AGREEMENT.

4. Society understands that Society is not eligible to participate in any employee pension, health, vacation pay, sick pay or other fringe benefit plan of Town.
 5. Town shall make no state or federal unemployment compensation payments on behalf of Society. Society will not be entitled to these benefits in connection with work performed under this Agreement.
13. Miscellaneous. The parties agree that strict and timely compliance with the pertinent laws of the State of Colorado, ordinances of the Town, and administrative directives of the Town, the future administrative directives of the Town, and administrative directive of the Town, as may be agreed to by the Society and the Town Board of Trustees of the said Town relative to the animal shelter and transporting services, and the provisions of this Agreement, all as they relate to the operation of the animal shelter, shall be the essence hereof; and, that the failure of either of the parties to so conform shall be sufficient case of the other to terminate this Agreement upon written notice to the defaulting party.

This Agreement will be governed by the laws of the State of Colorado.

14. Exclusive Agreement. The Agreement shall be binding upon and inure to the benefit of the heirs, successors and assigns of the parties hereto.

This is the entire Agreement between Society and Town.

IN WITNESS WHEREOF, the parties hereto have personally subscribed and sealed these presents or have caused the same to be done by the duly authorized and commissioned officers thereof on the day and year above written.

ATTEST:

TOWN OF WELLINGTON:

By: _____

ATTEST:

LARIMER HUMANE SOCIETY

By: _____



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Ed Cannon, Town Administrator, Brad March, Town Attorney, Cynthia Sullivan, Deputy Clerk
Subject: Resolution No. 2-2020 — Setting Posting Location for Meetings

EXECUTIVE SUMMARY

Resolution 2-2020 - A Resolution Setting Forth the Method of Posting Notice of Public Meetings of Boards of The Town of Wellington, Colorado

BACKGROUND / DISCUSSION

This is the annual setting of the posting location for public notices of meetings.

Colorado House Bill 19-1087 approved April 25, 2019 allows for the posting of meetings on the Town's website and establish a location that the Town may post written notices.

STAFF RECOMMENDATION

To approve resolution 2-2020 - Setting Forth the Method of Posting Notices of Public Meetings.

ATTACHMENTS

1. Setting Posting Locations for Meetings

RESOLUTION 2-2020
A RESOLUTION SETTING FORTH THE METHOD OF POSTING NOTICE OF PUBLIC MEETINGS OF BOARDS OF THE TOWN OF WELLINGTON, COLORADO.

WHEREAS, the Colorado Revised Statute (C.R.S.) 24-6-402(2)(c) requires a local governing body to give full and timely notice of any public meeting; and

WHEREAS, Colorado Revised Statute (C.R.S.) 24-6-402(2)(c) was amended by House bill 19-1087, Approved: April 25, 2019, which added a new subsection (2)(c)(III), which provides that a local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available, no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body, and

WHEREAS, the same House bill 19-1087 requires that the Town designate a public place within the boundaries of the local public body at which it may post a notice no less than twenty-four hours prior to a meeting if it is unable to post a notice online in exigent or emergency circumstances such as a power outage or an interruption in internet service that prevents the public from accessing the notice online.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, COLORADO, as follows:

SECTION 1: The Board of Trustees hereby sets forth the procedure, time and places for providing notice of public meetings pursuant to C.R.S. 24-6-402(2)(c) as follows:

Notice of meetings of any board or commission of the Town of Wellington shall be posted no less than twenty-four hours prior to a meeting on the Town Website at <https://www.townofwellington.com/> in accordance with the Colorado Open Meetings Law and that the Wellington **Town Hall**, Front Door, 3735 Cleveland Ave., Wellington; CO be designated as the public place at which the Town may post a notice no less than twenty-four hours prior to a meeting if the Town is unable to post a notice online in exigent or emergency circumstances.

PASSED AND ADOPTED THE 14th DAY OF JANUARY, 2020 BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, COLORADO.

Troy Hamman Mayor

ATTEST:

Ed Cannon, Town Administrator/Clerk

Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Cody Bird, Planning Director
Subject: Annual Adoption of the Town's 3-Mile Plan for Municipal Annexations

EXECUTIVE SUMMARY

- State law requires municipalities to have a plan in place for the area 3-miles from the Town's boundary prior to annexing any land within the 3-mile area.
- The 3-Mile Plan is required to be updated annually.

BACKGROUND / DISCUSSION

- The Town Planning Commission adopted the 2014 Update to the Comprehensive Master Plan by Resolution No. 1-2014PC and was ratified by the Board of Trustees by Resolution No. 24-2014.
- The 2014 Comprehensive Master Plan has served as the Town's 3-Mile Plan since adoption in 2014.
 - The Comprehensive Master Plan is currently being reviewed for a major update in 2020 and is anticipated to include revisions to the 3-Mile Plan boundary.
 - The adopting resolutions of the Planning Commission and Board of Trustees are referenced in the attached resolution.
- Adoption of the 3-Mile Plan has no financial impact to the Town.
- Any financial impacts of municipal annexation are considered at the time annexations are proposed.
- C.R.S. 31-12-105(e)(1) requires the Town to have a plan in place for the area 3 miles extended from the municipal boundary prior to annexing any property within that 3-mile area.
- Designation of the Comprehensive Master Plan for the 3-Mile Plan for annexations meets the state law requirement.

STAFF RECOMMENDATION

- Adopt a resolution establishing the Comprehensive Master Plan as the Town's 3-Mile plan for municipal annexations.

ATTACHMENTS

1. Resolution

RESOLUTION 1-2020

**A RESOLUTION BY THE BOARD OF TRUSTEES OF THE
TOWN OF WELLINGTON, COLORADO
ADOPTING AN UPDATED THREE-MILE PLAN FOR THE TOWN**

WHEREAS, the Colorado Municipal Annexation Act of 1965, § 31.12.105(1)(e)(I) C.R.S. (the “Act”), requires the Town to adopt and update annually a plan to serve as a general guideline for future annexations to the Town; and

WHEREAS, the Town has designated its Comprehensive Master Plan as the Three-Mile Plan and desires to reconfirm such designation for the purpose of the Act.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN BOARD OF THE TOWN OF WELLINGTON, COLORADO, THAT:

The current Comprehensive Master Plan of the Town of Wellington, Colorado, adopted by Resolution No. 1-2014PC by the Planning Commission and ratified by Resolution No. 24-2014 by the Town Board is hereby designated as the Three-Mile Plan for the Town of Wellington, Colorado.

INTRODUCED, PASSED AND ADOPTED on the _____ day of _____, 2020, by the Board of Trustees of the Town of Wellington, Larimer County, Colorado.

Troy Hamman, Mayor

ATTEST:

Ed Cannon, Town Administrator/Clerk

Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Cody Bird, Planning Director
Subject: Ordinance No. 1-2020 — Conditionally Annexing Country Lane Acres Annexation to the Town of Wellington

EXECUTIVE SUMMARY

BACKGROUND / DISCUSSION

- The owners of an approximately 35.6 acre parcel south of G.W. Bush Ave. (County Road 60) has submitted a petition for annexation to incorporate the property into the Town of Wellington.
- A similar annexation request for a portion of the property was previously considered and approved by the Town in 2016. The annexation map and annexation agreement were not recorded, and therefore, the owners are seeking to restart the annexation process.
 - The new annexation petition seeks to include a portion of the owner's property which was not included in the prior annexation proposal. The owners' entire property is proposed in the new annexation petition.
- The Town adopted Resolution No. 39-2019 finding that the property proposed for annexation is in substantial compliance with eligibility requirements for annexation in accordance with state statutes and set the date for the public hearing.
- The Planning Commission, by motion and vote on January 6, 2020 recommended annexation of the property as well as the concept master plan and zoning the property to R2 - Single-family Residential, Medium Density.
- Town staff has provided the required notifications to advertise the public hearing, including preparing and providing the attached annexation impact report as required by state statute.
- The Board is required to conduct a public hearing to allow testimony on the proposed annexation. The order of the public hearing will be as follows:
 - Town staff introduction
 - Petitioner's presentation
 - Public testimony
 - Response by Petitioner
 - Response by Town staff
 - Board discussion
 - Following the public hearing, the Board may choose to adopt an ordinance annexing the property into the Town of Wellington.
- An annexation agreement is proposed to be adopted with the annexation. Details of the annexation agreement are not yet finalized.
 - The Town Board may adopt the ordinance annexing the property into the Town of Wellington, conditioned upon execution and recording of the annexation agreement.

- If approved, the ordinance will not be recorded and will not become effective until the annexation agreement and annexation map are executed and recorded.
- In addition to annexing the property into the Town, the ordinance will also establish the zoning of the property as R2 - Single-family Residential, Medium Density.
- The Planning Commission's recommendation included approval of the R2 zoning district.
 - At the time of this writing, Town staff has not received any written communications related to this request. Any communications received by staff prior to the public hearing will be provided at the public hearing.

STAFF RECOMMENDATION

- Adopt an ordinance conditionally annexing Country Lane Acres Annexation to the Town of Wellington and zoning the property R2 - Single-family Residential, Medium Density.

ATTACHMENTS

1. Ordinance
2. Annexation Impact Report

ORDINANCE NO. 1-2020

AN ORDINANCE CONDITIONALLY ANNEXING THE PROPERTY KNOWN AS COUNTRY LANE ACRES ANNEXATION TO THE TOWN OF WELLINGTON, COLORADO.

WHEREAS, a petition has been filed by Stephen G. Lane and Michele Lane, as 100% owners of the annexation of a parcel of land located within the North Half of Section 10, Township 8 North, Range 68 West of the Sixth Principal Meridian, County of Larimer, State of Colorado, and more particularly described as:

Lots 1 and 2 of Country Lane Farms Minor Land Division, Located in the North Half of Section 10, Township 8 North, Range 68 West of the 6th Principal Meridian, County of Larimer, State of Colorado. 35.61 Acres Plus or Minus;

and

WHEREAS, the Board adopted Resolution No. 39-2019 and determined that requirements of C.R.S. 31-12-104 and -105 had been met; and

WHEREAS, an annexation map with all required supporting materials has been submitted to the Town; and

WHEREAS, a community of interest exists between the Town and the property proposed to be annexed; and

WHEREAS, the area proposed to be annexed is or will soon be developed; and

WHEREAS, the petitioners for the annexation have demonstrated to the Town that the capacity of existing sewer and water utilities within the Town is or will be sufficient to serve development proposed in the conceptual plan for the property proposed to be annexed at rates which are the same as those rates applying within the existing Town, and that the annexation will result in no increase in rates for these services for other citizens of the Town as a result of the annexation; and

WHEREAS, the fiscal impacts upon the Town as a result of the annexation and development of the property will be sufficiently offset, including costs to the Town for police protection, parks and recreation, streets, sidewalks, utilities and other public costs resulting from the annexation and development of the property; and

WHEREAS, existing natural hazards and nuisances upon the property have been or will be mitigated and/or removed by the applicant prior to annexation, which hazards and nuisances have been or will be addressed by a binding annexation agreement; and

WHEREAS, a public hearing was held on said petition pursuant to C.R.S. 31-12-108 and -109 on January 14, 2020 at 6:30pm; and

WHEREAS, no election is required pursuant to C.R.S. 31-12-107(2); and

WHEREAS, notice of the hearing on the Annexation Petition was properly published at least 30 days prior to the date of the hearing pursuant to C.R.S. 31-12-108(2), and a copy of the published notice, together with a copy of the notice of the hearing, was properly sent by registered mail to the clerk of the Board of County Commissioners and to the Larimer County Attorney and to Poudre School District R-1 at least 25 days prior to the date of such hearing, pursuant to C.R.S. 31-12-108(2); and

WHEREAS, the parties agree conceptually to the form of an annexation agreement.

NOW, THEREFORE BE IT ORDAINED by the Board of Trustees of the Town of Wellington, Colorado, that:

Section 1: The property described on Exhibit “A” is hereby conditionally annexed and will be included within the Town of Wellington, Larimer County, Colorado so long as, within 180 days of the date of this ordinance, the Annexor and Town have signed an annexation agreement in a form acceptable to the Town Planner and Town Attorney, and the Annexation Agreement, Annexation Map and the Annexation ordinance are recorded in the records of the Clerk and Recorder of Larimer County, Colorado. If the condition is not met as evidenced by the recordation within the 180 days of this ordinance, the property shall not be annexed and the annexation shall be void and of no impact on the property.

Section 2: Pursuant to C.R.S. 31-12-115, the annexed area is hereby zoned as R2 – Single-family Residential District, Medium Density.

Section 3: Execution of the Annexation Agreement by both the Owner(s) and the Town of Wellington shall be a precondition to recordation of the Annexation Map and to this Ordinance becoming effective.

Section 4: Validity. The Board of Trustees hereby declares that should any section, paragraph, sentence, word or other portion of this ordinance or the rules and regulations adopted herein be declared invalid for any reason, such invalidity shall not affect any other portion of this ordinance or said rules and regulations, and the Board of Trustees hereby declares that it would have passed all other portions of this ordinance and adopted all other portions of said rules and regulations, independent of the elimination here from of any such portion which may be declared invalid.

PASSED AND ADOPTED by the Board of Trustees of the Town of Wellington,
Larimer County, Colorado, and ordered published this 14th day of January, 2020.

TOWN OF WELLINGTON

By: _____
Troy Hamman, Mayor

ATTEST:

By: _____
Ed Cannon, Town Administrator/Clerk



Annexation Impact Report
for
Country Lane Acres Annexation

Report Prepared: December 20, 2019
Public Hearing Scheduled: January 14, 2020

In accordance with Section 31-12-108.5 of the Colorado Revised Statutes, The Town of Wellington is submitting the following annexation impact report to fulfill all such required action for the above-named annexation. This impact report analyzes the above annexation and identifies what impact it will have upon the Town of Wellington and the municipal services that will be provided. This impact report has been completed at least twenty-five (25) days before the date of the Public Hearing established pursuant to Section 31-12-108 of the Colorado Revised Statutes.

Annexation and the Town of Wellington

State statutes require that municipalities proposing to annex property must extend municipal government services and facilities to those areas eligible for and intended for annexation. The Town of Wellington recognizes this responsibility and can successfully provide municipal services to property currently under consideration for annexation into the Town. The Town of Wellington has adopted a Comprehensive Master Plan and the Wellington Municipal Code, both of which describe and require development within the Town to meet standards that will provide municipal services to any new areas annexed those same services currently available within the existing town. Furthermore, the Town's Comprehensive Plan and Municipal Code will encourage natural and well-ordered development, will increase the ability for the Town to provide services to citizens within the Wellington urban area, and will achieve a fair and equitable distribution of the costs of municipal services.

In accordance with the requirements of the Municipal Annexation Act of 1965, as amended, and specifically C.R.S. Section 31-12-108.5, the following constitutes the annexation impact report (the "Report") for the Country Lane Acres Annexation (the "Subject Property").

Country Lane Acres Annexation

The Subject Property included in this annexation is to be known as the Country Lane Acres Annexation to the Town of Wellington. The Subject Property is contiguous to the Town of Wellington and the total area of the annexation is approximately 36 acres, more or less. The parcel included in this annexation is currently used for residential and agricultural uses and will be annexed into the Town under the R-2 Single-family Residential, Medium Density zoning district. The intended use of the Subject Property is single-family homes developed in two phases. Phase 1 development is anticipated to be 21 lots on a public cul-de-sac road. A large parcel/tract is also identified for a Phase 2 expansion, with an estimated 20 lots to be determined and designed through the subdivision process.

The legal description of the Subject Property to be considered for annexation to the Town of Wellington is as described on the attached Exhibit "A."

a) Annexation Maps

Annexation maps identifying the Subject Property and the adjacent territory and the present boundaries of the Town in the vicinity of the Subject Property are enclosed herewith (together, the "Annexation Map"), and is made part of this Report.

- i. The Annexation Map shows the boundaries (present and proposed) of the Town of Wellington in the vicinity of the proposed annexation.
- ii. The Annexation Map shows the present streets in the vicinity of the proposed annexation. County Road 60 adjacent to the Subject Property was annexed into the Town of Wellington as part of a prior annexation. There are proposed plans to improve the above referenced street as well as to extend public streets within the Subject Property. All of the present streets in the vicinity of the Subject Property are shown in the Annexation Map and the Master Plan.

Town water mains and sewer mains are available within the subdivisions north of County Road 60. Locations of existing and proposed extensions of the water and sewer lines are identified on the Master Plan. The process of designing the utility extensions is underway but is not yet finalized. Engineering plans in accordance with Town of Wellington standards will be complete prior to installation.

The Town of Wellington will provide municipal services upon annexation. The Master Plan shows locations of utilities serving the Subject Property and is provided with this Report in accordance with C.R.S. Section 31-12-108.5(1)(a)(II).

- iii. The current zoning of the Subject Property is Larimer County O – Open Zone District and the current use of the land is residential and agricultural. There are two existing single-family residences on the property. Both existing homes are proposed to remain. Upon annexation, the Subject Property is proposed to be zoned R-2 Single-family Residential, Medium Density and the intended use is development of up to 41 single-family residential lots (21 lots in Phase 1 and potentially 20 lots in a future Phase 2).

Properties east, south and west of the Subject Property are in unincorporated Larimer County and uses are low density residential, agricultural and open space or floodplain. North of County Road 60 are single-family residential subdivisions within the Town of Wellington. These residential subdivisions immediately north of the Subject Property are fully built out and no changes to land use are anticipated in the foreseeable future. Northeast of County Road 60 is an approved single-family residential subdivision of 153 lots and is anticipated to be developed in the next 2-5 years. The Town of Wellington has adopted a Comprehensive Plan which includes a Growth Management Area and a Future Land Use map. The Growth Management Area and expected land uses in the vicinity of the Subject Property are depicted on the included Future Land Use Map. The Subject Property is identified as “Agriculture” on the Future Land Use Map, though this designation for the Subject Property is expected to change as part of a Comprehensive Plan update already in process.

b) Pre-annexation Agreement

There are no pre-annexation agreements between the owners, developers and/or the Town.

c) Municipal Services

Following the effective date of annexation of the Subject Property, the Town will provide municipal services performed by or on behalf of the Town. Municipal services provided by the Town are categorized below along with a statement setting forth the plans for extending municipal services to the Subject Property.

Water: The Subject Property is within the Northern Colorado Water Association service area. Northern Colorado Water Association has expressed an inability to provide adequate water service to meet the demand and fire suppression needs of the development. Due to the inability of Northern Colorado Water Association to extend service, the Town will extend water service to the Subject Property. The Developer will install public waterline extensions to serve

the Subject Property. The extensions will be extended from existing Town of Wellington waterlines in the subdivisions north of the Subject Property.

Sewer: The Town will extend sanitary sewer service to the Subject Property. There is an existing 12-inch public sanitary sewer on site that serves properties north of Country Road 60. The existing line has adequate capacity to serve the Subject Property and public extensions will be designed and installed to extend service to all lots within the development.

Streets: County Road 60 adjacent to the Subject Property is already annexed to the Town of Wellington as part of a prior annexation. Additional right-of-way width is proposed to be dedicated as part of the subdivision process. Improvements to County Road 60 are being designed to Town of Wellington standards and will be installed with development of the Subject Property. Public streets internal to the Subject Property and facilitating access to the Property will be designed and constructed in accordance with Town standards. Following construction and Town acceptance of all public road improvements, maintenance of the public roadways will be provided by the Town.

Law Enforcement: Law enforcement services are currently provided to the Subject Property by Larimer County Sheriff's Office. The Subject Property will continue to receive law enforcement from Larimer County Sheriff's Office following annexation via the Town of Wellington's contract for law enforcement services.

General Government: Government administration and other general government functions including but not limited to public works maintenance, parks and recreation, planning, zoning, building department, code enforcement and library services will be extended to the Subject Property upon annexation.

d) [Financing of Municipal Service Expansion](#)

Town Services will be extended and provided to the Subject Property. The Developer will finance and install Town utility and street improvements and dedicate the improvements to the Town. The Developer and the Town may enter into agreement(s) for sharing of costs associated with off-site improvements or over-sizing of public lines to accommodate future growth areas. Any sharing of costs will be determined during the subdivision process and be included in a development agreement. Upon dedication to the Town of Wellington, repair and maintenance of public infrastructure will be financed through utility user fees, sales and use taxes, and other revenues such as gas tax or motor vehicle taxes as appropriate. Non-infrastructure municipal services will be financed from the Town's General Fund.

e) Existing Districts

The Subject Property is currently within the boundaries of the following districts:

- Fire: Wellington Fire Protection District
- Water: Northern Colorado Water Conservancy District
- County: Larimer County Weed Control District
- Health: Health District of Northern Larimer County
- Schools: Poudre School District R-1
- Library: Poudre River Public Library District
- Stormwater: Boxelder Basin Regional Stormwater Authority

f) Anticipated School Impacts and Costs to Schools

The Subject Property is anticipated to be developed for up to 41 single-family homes. Using the Poudre School District R-1 student generation rates, the following number of students would be expected:

Elementary School	0.35 students/DU	14 students
Junior High School	0.10 students/DU	4 students
High School	0.09 students/DU	4 students
Total Projected Students		22 students

The District is expected to request the development pay the current payment in-lieu of land dedication at the time of issuance of building permits within the Subject Area. At the current rate of \$1,710 per home, (39 NEW homes), this would total \$66,690 in fees for the District.

The development will also generate additional tax revenues for the school district that will contribute to capital construction costs of the District.

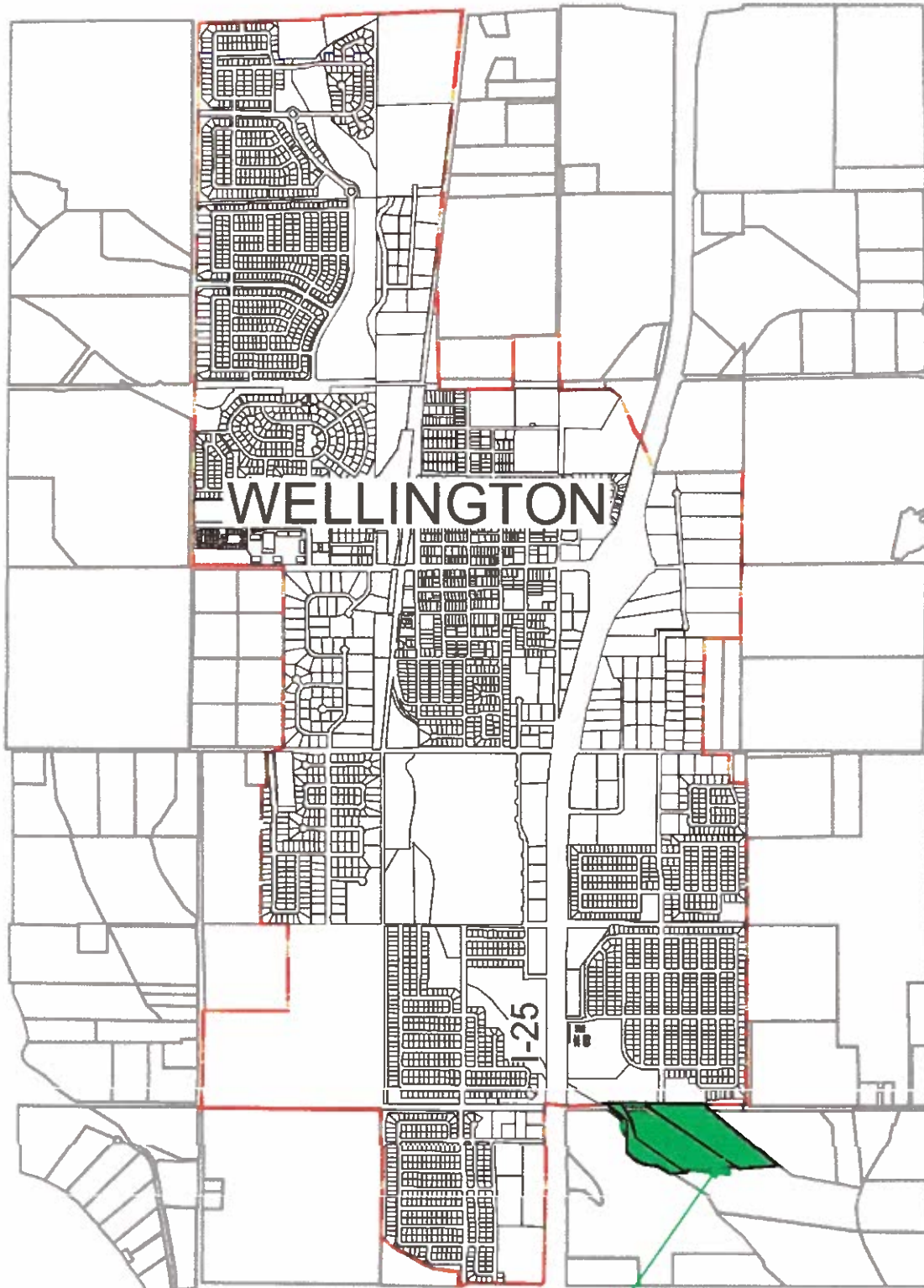
This Annexation Impact Report for the Country Lane Acres Annexation to the Town of Wellington respectfully submitted by the Town of Wellington Planning & Development Department.

Cody Bird, AICP
Planning Director

Town of Wellington
PO Box 127
Wellington, CO 80549

VICINITY MAP

(1"=2,000')



COUNTRY LANE ACRES
ANNEXATION AREA

LOCATED IN THE NORTH HALF OF SECTION 10,
TOWNSHIP 8 NORTH, RANGE 68 WEST, 6TH PRINCIPAL MERIDIAN
COUNTY OF LARIMER, STATE OF COLORADO



TOWNSHIP 8 NORTH, RANGE 66 WEST, 5TH PRINCIPAL MERIDIAN
COUNTY OF LAWRENCE, STATE OF COLORADO

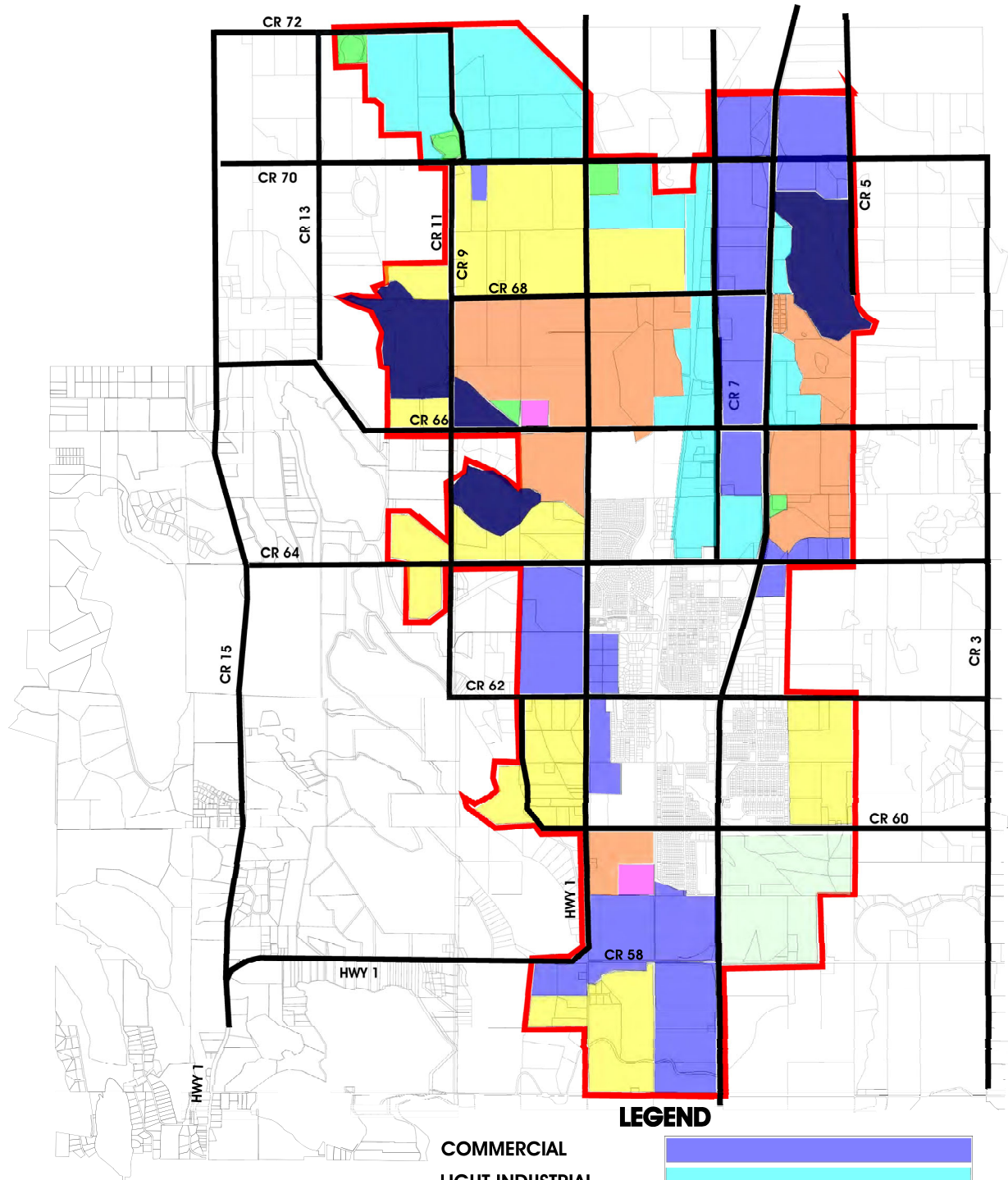
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COLORADO * KANSAS * MONTANA * NEBRASKA
NORTH DAKOTA * OKLAHOMA * UTAH * WYOMING
242 LINDEN ST FORT COLLINS CO Lee @LeeCrawfordPE.com (970) 773-0510

TOWN OF WELLINGTON COLORADO

COMPREHENSIVE MASTER PLAN, 2014

FUTURE LAND USE PLAN



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Cody Bird, Planning Director
Subject: Ordinance No. 2-2020 — Vacating Temporary Cul-de-sac and Accept Dedication of Public Utility and Access Easements

EXECUTIVE SUMMARY

BACKGROUND / DISCUSSION

- Wellington Row, LLC is the developer of the Wellington Row condominium project located on 5th Street north of Sveta Lane.
- The proposed development project includes building sites that are located within a dedicated temporary cul-de-sac. The temporary cul-de-sac is required to be vacated to allow the building at the proposed locations.
- As a requirement of prior development activities when 5th Street was originally constructed, the temporary cul-de-sac was dedicated to the Town to allow vehicles and emergency apparatus to turn around at the "dead end" of 5th Street.
- Town staff supports vacation of the temporary cul-de-sac, contingent upon dedication of adequate utility and access easements across and through the area.
- State Statutes provides the Town the authority to vacate public grounds. Vacation of public grounds requires adoption of an appropriate ordinance. A draft ordinance vacating the temporary cul-de-sac is attached.
- The Wellington Row condominium project proposes to extend 5th Street (private extension) to access the development.
- The extension will be a private driveway, owned and maintained by the condominium association.
- Access and utility easements will be rededicated across and through the site to allow the Town to access and maintain public utilities, to allow emergency vehicle access and to allow access to residents and visitors.
- Upon completion of the 5th Street extension to serve the development, adequate access will be provided, including a sufficient turnaround meeting requirements of Wellington Fire Protection District for emergency and fire apparatus. A layout of the approved access and turnaround is attached.
- In addition to the Developer easements, the existing HOA for the two six-plexes north of Sveta Lane is required to dedicate an easement across Lot 6, Sixth Street Business Park to facilitate public utilities and access.

STAFF RECOMMENDATION

- Adopt an ordinance vacating easements within Lot 2, GWG Subdivision Phase 2, Town of Wellington, Colorado and authorize the Town Administrator to accept dedication of easements on behalf of the Town.

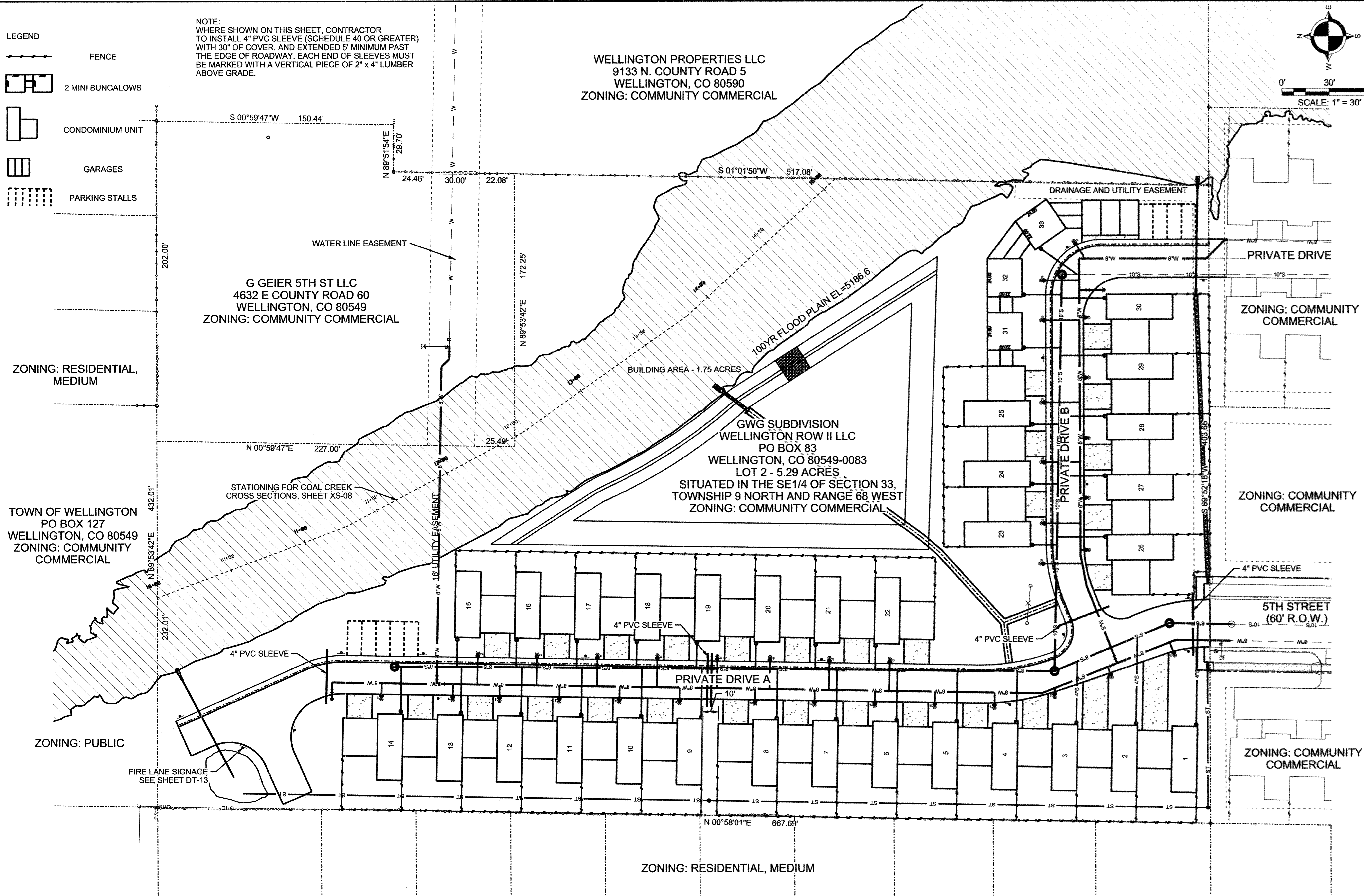
ATTACHMENTS

1. Site Layout Exhibit
2. Ordinance

DATE PRINTED: 12/13/2018
TIME PRINTED: 2:19:41 PM
PRINTED BY: Adrienne
FILE PATH: P:\210-1719-00 Wellington Row\project_civil\sheet_files\1719c-SP04_Lot2.dgn

- LEGEND
- FENCE
 - 2 MINI BUNGALOWS
 - CONDOMINIUM UNIT
 - GARAGES
 - PARKING STALLS

NOTE:
WHERE SHOWN ON THIS SHEET, CONTRACTOR
TO INSTALL 4" PVC SLEEVE (SCHEDULE 40 OR GREATER)
WITH 30" OF COVER, AND EXTENDED 5' MINIMUM PAST
THE EDGE OF ROADWAY. EACH END OF SLEEVES MUST
BE MARKED WITH A VERTICAL PIECE OF 2" x 4" LUMBER
ABOVE GRADE.



Western
RESEARCH & DEVELOPMENT, LTD.
5908 YELLOWSTONE ROAD, SUITE B CHEYENNE, WY, 82009 (307) 632-5656

WELLINGTON ROW, LLC
P.O. BOX 83
WELLINGTON, CO. 80549

PROJECT PLAN
DATE: DECEMBER 2018
SCALE: 1"=30'
DRAWING CHECKED BY: RDC/GNG
DRAWING PATH: P:\210-1719-00 Wellington Row\project_civil\sheet_files\1719c-SP04_Lot2.dgn
PROJECT NUMBER: 210-1719-00
SHEET NUMBER: SP-04
ORIGINAL SIZE 22"x34"

ORDINANCE NO. ____-2020

AN ORDINANCE VACATING THE PARKVIEW MANOR CUL-DE-SAC, TOWN OF WELLINGTON, COLORADO.

WHEREAS, the Board of Trustees of the Town of Wellington, Colorado has been petitioned by the property owner of Lot 2, GWG Subdivision, Phase 2 being a replat of Lot 2, Amended Plat of Lots 2 and 3, a replat of Tract 47, Wellington Place, a subdivision of the Town of Wellington, Colorado, to vacate the temporary cul-de-sac right-of-way platted on said Lot 2, GWG Subdivision, Phase 2 (the cul-de-sac); and

WHEREAS, said cul-de-sac right-of-way was dedicated to the Town for the purposes of a turnaround cul-de-sac and has never had a street constructed on it; and

WHEREAS, it has been determined by the Board of Trustees of the Town of Wellington that the cul-de-sac petitioned to be vacated is not needed for municipal purposes; and

WHEREAS, Colorado Revised Statutes, Section 43-2-303(1)(a), provides the authority to the Town of Wellington to vacate roadways by ordinance and to provide that title to the lands included in said roadway shall vest with the owners of the land abutting such vacated portion;

NOW, THEREFORE, BE IT ORDAINED by the Board of Trustees of the Town of Wellington, County of Larimer and State of Colorado, to-wit:

SECTION 1. All of that portion of cul-de-sac right-of-way dedicated on Lot 2, GWG Subdivision, Phase 2 being a replat of Lot 2, Amended Plat of Lots 2 and 3, a replat of Tract 47, Wellington Place, is hereby vacated.

PASSED AND ADOPTED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON AND ORDERED PUBLISHED THIS ____ DAY OF _____, 2020, AND ORDERED TO BECOME EFFECTIVE 30 DAYS FROM THE DATE OF ADOPTION.

Troy Hamman, Mayor

ATTEST:

Ed Cannon, Town Administrator/Clerk

PUBLISHED BY TITLE THE ____ DAY OF _____, 2020, IN "THE COLORADOAN".

Ed Cannon, Town Administrator/Clerk



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Brad March, Town Attorney
Subject: Ordinance No. 3-2020 — Modifying Court Time

EXECUTIVE SUMMARY

The Municipal Court Judge has requested that Court sessions be held beginning at 5:00 p.m. on the first Wednesday of each month beginning on April 1, 2020.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

Staff recommends approval of Ordinance 3 - 2020

ATTACHMENTS

1. Court dates time

ORDINANCE 3 - 2020
AN ORDINANCE MODIFYING COURT DATES

WHEREAS, the Town of Wellington Town Code at Sec. 2-4-100 sets the time and dates for Wellington Municipal Court sessions, and,

WHEREAS, the Municipal Court Judge has requested that Court sessions be held beginning at 5:00 p.m. on the first Wednesday of each month beginning on April 1, 2020.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, COLORADO:

Effective March 20, 2020, Section 2-4-100 of the Wellington Town Code dealing with scheduling of Municipal Court session meetings of the Town's Board of Trustees is repealed and reenacted to read as follows:

Sec. 2-4-100. - Sessions generally.

Regular sessions of the Municipal Court for the trial of cases shall be held on the first Wednesday of every month at 5:00 p.m., unless otherwise established by the Municipal Judge. The Municipal Judge may hold special sessions of court at any time, including Sundays, holidays and evenings. All sessions shall be open to the public.

Repealer. The Board of Trustees hereby declares that should any section, paragraph, sentence, word or other portion of this Ordinance or the rules and regulations adopted herein be declared invalid for any reason, such invalidity shall not affect any other portion of this Ordinance or said rules and regulations, and the Board of Trustees hereby declares that it would have passed all other portions of this Ordinance and adopted all other portions of said rules and regulations, independent of the elimination here from of any such portion which may be declared invalid.

Certification. The Town Clerk shall certify to the passage of this Ordinance and make not less than three (3) copies of the adopted Code available for inspection by the public during regular business hours.

PASSED AND ADOPTED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON AND ORDERED TO BECOME PUBLISHED BY TITLE THIS AND ORDERED TO BECOME EFFECTIVE THE LATER OF MARCH 20, 2020 OR 30 DAYS FROM THE DATE OF PUBLICATION.

TOWN OF WELLINGTON

By: _____
Troy Hamman, Mayor

ATTEST:

By: _____
Ed Cannon, Town Administrator/Clerk

PUBLISHED BY TITLE THE ____ DAY OF July, 2019, IN *THE COLORADOAN*.

Ed Cannon, Town Administrator/Clerk



Board of Trustees Meeting

Date: January 14, 2020

Submitted By:

Subject: Resolution No. 3-2020 — Appointing Town Treasurer

EXECUTIVE SUMMARY

Section 2-3-30 of the Code provides that the Board shall appoint a Town Treasurer. The previous Town Treasurer resigned his position effective January 3, 2020.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

Staff recommends approval of Resolution 3 - 2020.

ATTACHMENTS

1. Resolution 3-2020 appt Treasurer

**TOWN OF WELLINGTON
RESOLUTION NO. 3-2020**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON
APPOINTING TOWN TREASURER**

WHEREAS, the Board of Trustees of the Town of Wellington, Colorado (the “Board”) has adopted and reenacted the Wellington Municipal Code; and

WHEREAS, Section 2-3-30 of the Code provides that the Board shall appoint a Town Treasurer; and

WHEREAS, the previous Town Treasurer resigned his position effective January 3, 2020.

NOW, THEREFORE, BE IT RESOLVED THAT THE BOARD APPOINTS INTERIM FINANCE DIRECTOR TYLER SEXTON TO SERVE AS TOWN TREASURER until April 14, 2020 when the board is to reappoint officers following the April 7, 2020 Board of Trustee’s election.

PASSED AND ADOPTED AT A REGULAR MEETING OF THE TOWN BOARD OF THE TOWN OF WELLINGTON, COLORADO, THIS 14th DAY OF JANUARY 2020.

TOWN OF WELLINGTON, COLORADO

Troy Hamman, Mayor

ATTEST:

Ed Cannon, Town Administrator/Clerk



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Kelly Houghteling, Deputy Town Administrator
Subject: Town Hall Space Needs Assessment Update

EXECUTIVE SUMMARY

Staff is seeking approval to proceed with drafting a professional services agreement with Infusion Architects for the Town Hall Spaces Needs Assessment.

BACKGROUND / DISCUSSION

Project Scope

The Town Hall Space Needs Assessment includes the scope of work as follows: create staffing projections, determine base site plan, evaluate four different site locations, facility visits, conceptual design, phasing plan for existing buildings, master plan graphics, cost estimating, and ongoing building operation estimating.

Financial Impact

In 2020, the Board included \$20,000 in the Capital Improvement Plan for a Town Hall Space Needs Assessment. The total project cost is \$32,000 and staff successfully obtained a grant from the Department of Local Affairs to cover the remaining balance.

Bid Process

Through a public process, Town staff sent a Request for Proposals and received six (6) total responses. The evaluation criteria included technical ability such as qualifications, proposed personnel, and relevant experience. Three (3) firms were invited to interview. After careful review of their qualifications, reference checks, schedule verification, and fee proposals; staff would like to proceed with hiring Infusion Architects.

Timeline

Estimated project completion is 24 weeks.

Steering Committee

Through this process, there are two important levels of decision making levels between a Steering Committee and the Board of Trustees. Staff recommends forming a Steering Committee with two representatives from the Board and key staff members. This will help guide the group in the right direction as we take bigger decisions back to the entire Board.

About Infusion Architects

“Infusion Architects, LLC is located in downtown Loveland, and our projects are located in Loveland, Fort Collins, Windsor, Timnath, Greeley, and many of our local communities. All of our staff are Northern Colorado residents, and we are very invested in creating beautiful spaces for the communities we live in and beyond. Infusion Architects was founded in June 2014 by Principals Randell Johnson and Lee Hardies. Associate Principals Roger Wedderburn and Chad Arthur joined shortly after. These four owners worked together previously at the Neenan Company in Fort Collins, primarily designing healthcare, school, and commercial projects. Infusion Architects has completed the design of many building types and uses, many of



which directly relate to the facilities to be evaluated in the Space Needs Assessment project.

The principals of Infusion Architects have assisted many clients, both public and private, with the challenge of evaluating, selecting, planning, and designing their new facilities. Our experience in programming and master planning, as well as real estate development, design-build, and construction management, gives us the tools needed to study and understand all aspects of a project. From feasibility analysis to real estate due diligence, concept design to construction documents, Infusion Architects can help simplify your process and reduce risk.”

STAFF RECOMMENDATION

Staff is seeking authorization to draft a contract with Infusion Architects for the Town Hall Space Needs Assessment for Board consideration on the January 28, 2020 regular meeting.

ATTACHMENTS

1. DOLA Grant Award Letter
2. Infusion Proposal



COLORADO
Department of Local Affairs
Division of Local Government

January 7, 2020

The Honorable Troy Hamman, Mayor
Town of Wellington
PO Box 127
Wellington, CO 80549

RE: EIAF #A-0104 - Wellington Town Hall Study

Dear Mayor Hamman:

In response to your recent request, I am offering to enter into a contract for a grant in the amount of \$25,000 to assist with planning related to a new Town Hall. We anticipate these grant funds will be from state severance tax proceeds which may cause you to go to election to receive and spend these funds. You should confer with your legal and budget advisors to determine if such an election is necessary.

Please contact your Regional Manager, Greg Etl, at (970) 521-2414 for information on how to proceed. Expenditure of State funds prior to the contract being fully executed cannot be included in the contract budget or reimbursed by the State. Per our program guidelines, this offer is valid for one year from the date of this letter.

Thank you for helping Colorado build an economy where all Coloradans can thrive.

Sincerely,

Rick M. Garcia
Executive Director

cc: Rob Woodward, State Senator
Perry Buck, State Representative
Ed Cannon, Town Administrator
Greg Etl, DOLA





QUALIFICATIONS AND PROPOSAL
FOR

**TOWN OF WELLINGTON
TOWN HALL SPACE NEEDS ASSESSMENT & SITE SELECTION**

RFP dated October 29, 2019

Infusion Architects, LLC
206 E. 4th Street, Ste. 250
Loveland, CO 80537

Contact:
Randell Johnson, AIA
303-710-1892
randell.johnson@infusionarchitects.com



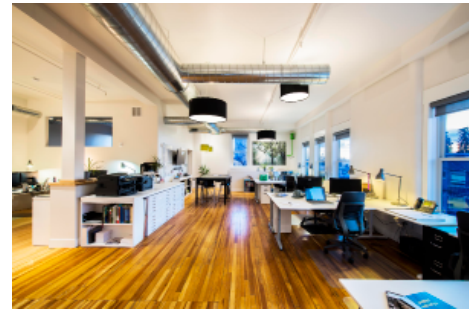
November 20, 2019

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- 4 CAPABILITIES
- 5 PROPOSED SCHEDULE
- 6 PROJECT EXAMPLES
(with References)



TOWN OF WELLINGTON - SPACE NEEDS ASSESSMENT

SECTION 1

FIRM DESCRIPTION



Infusion Architects, LLC is located in downtown Loveland, and our projects are located in Loveland, Fort Collins, Windsor, Timnath, Greeley, and many of our local communities. All of our staff are Northern Colorado residents, and we are very invested in creating beautiful spaces for the communities we live in and beyond. Our recent notable local work includes Copperleaf Apartments (Fort Collins), the Town of Windsor Public Works Facility (Windsor), Kersey Town Hall (Kersey), Meyer Natural Foods Corporate Office Buildings (Loveland), Hearth Restaurant (Windsor), Hartford Homes Office/Warehouse Building (Timnath), Sampson Office Building (Johnstown), and Orthopaedic and Spine Center of the Rockies – Surgery & Recovery Center (Loveland).

Infusion Architects was founded in June 2014 by Principals Randell Johnson and Lee Hardies. Associate Principals Roger Wedderburn and Chad Arthur joined shortly after. These four owners worked together previously at the Neenan Company in Fort Collins, primarily designing healthcare, school, and commercial projects. Infusion Architects has completed the design of many building types and uses, many of which directly relate to the facilities to be evaluated in the Space Needs Assessment project. Examples include:

- Town of Windsor Public Works Facility - 7 building complex on 9 acres, Windsor, CO
- Kersey Town Hall, 9,000 SF Historic Rehabilitation/Addition, Kersey, CO
- Town of Windsor Parks & Recreation Facility - 2 buildings added to campus, Windsor, CO
- Kersey Community Center, 4,000 SF New Facility, Kersey, CO
- Resurrection Christian Church Master Plan, Windsor, CO

In addition, Infusion's principals have completed numerous relevant projects as architects and principals with prior firms, including:

- Westminster Parks and Recreation Maintenance Facility - shops, maintenance, storage and administration offices, Westminster, CO
- Denver Police District 6 Station - Two-story adaptive reuse project, Denver, CO
- Sargent Jr/Sr High School (LEED Gold New School Buildings), Monte Vista, CO

Since the beginning of the firm in June 2014, we have completed over \$125 million in construction, with projects ranging from under \$250,000 to \$30 million. Project types have included healthcare, vehicle maintenance, office, retail, industrial, multi-family residential, municipal, hospitality and adaptive reuse.

Founded: 2014
Personnel: 9
Licensed Architects: 4

Principals:
Randell Johnson, AIA
H. Lee Hardies, AIA

Associate Principals:
Roger Wedderburn, AIA
Chad Arthur, Assoc. AIA

Architectural Licenses:
Colorado
Wyoming
California

Lee Hardies and Roger Wedderburn are both NCARB Certified for quick reciprocal licensing in other jurisdictions.

Project Types:

Maintenance Facilities
Healthcare
Professional Office
Multi-family Residential
Retail
Restaurants
Municipal
Education
Light Industrial
Adaptive Reuse

SECTION 1 FIRM DESCRIPTION



The principals of Infusion Architects have assisted many clients, both public and private, with the challenge of evaluating, selecting, planning, and designing their new facilities. Our experience in programming and master planning, as well as real estate development, design-build, and construction management, gives us the tools needed to study and understand all aspects of a project. From feasibility analysis to real estate due diligence, concept design to construction documents, Infusion Architects can help simplify your process and reduce risk.



Working alongside Infusion Architects are PEC and DS Constructors, both local companies that have a history of working well with us.

PEC is a diverse engineering services firm, with offices in Fort Collins. PEC will provide the necessary civil engineering consulting during our evaluation of existing and potential new sites.

DS Constructors, located in Loveland, will provide pre-construction services, assisting in the development of cost estimates, based on conceptual designs and a detailed project narrative.

See Section 2 - Team Resumes for detailed experience of key personnel.

CONSULTANT SELECTION

We have chosen this team of consultants to best match the potential project needs. We have worked successfully with this firm on multiple projects.

PEC Engineering has been part of our team on both large and small projects, including the Town of Windsor's Public Works and Parks Facility, for the past four years.

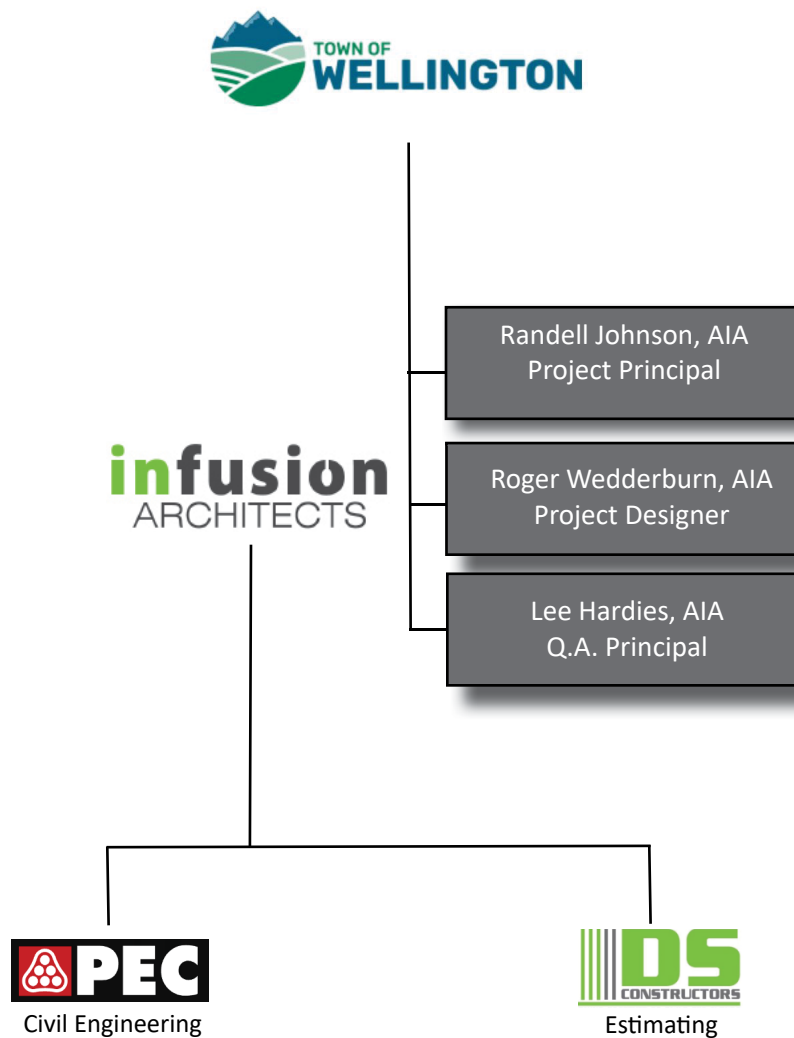
PEC provides engineering services in multiple design disciplines, including civil, structural, mechanical and electrical design.

SECTION 2 TEAM RESUMES



"Infusion provides the right balance of pushing the design, showing you options and ideas of how to improve the design, while still listening and taking direction. From design concept to final walk through, they have been a pleasure to work with."

(Landon Hoover, Hartford Homes, LLC)



Team resumes for Infusion Architects, PEC and DS Constructors follows:



TOWN OF WELLINGTON - SPACE NEEDS ASSESSMENT



infusion ARCHITECTS

Randell Johnson - AIA, LEED AP PRINCIPAL

With over 25 years in the design, development, and construction industry, Randell specializes in understanding the client's business needs first, and then creates a beautiful solution that enhances their outcomes.

Background

Randell grew up in western Montana and moved to Colorado in 1993. He worked for the Neenan Company from 1994 through 2012 where he learned the value of collaborating with the entire team to create a solution that exceeds the expectations of a client. Randell believes that you need to understand the business need of a client in order to create the right solution. Dedicated to the industry, he has served on the Northern Colorado USGBC Board, the Mountain to Mesa and State Home Builders Boards, and held a seat on the Board for the Roaring Fork Habitat for Humanity.

Randell lives in Windsor, CO. He co-founded Infusion Architects in 2014 and is dedicated to delivering architecture by looking at the client's needs through the lens of the entire real estate industry.

Education

Bachelor of Architecture, Montana State University

Registrations

Colorado

Areas of Focus

Programming, Master Planning, Municipal, Medical, Multi-family Residential, Commercial Office, Industrial, High Tech

Relevant Projects

Dairy Block (multiple tenant finish projects), Denver, CO
Hartford Homes Office Building, Timnath, CO
Town of Windsor Public Works Facility, Windsor, CO
Meyer Properties Office Complex, Loveland, CO
Town of Windsor Parks Facility, Windsor, CO
Orthopaedic Center of the Rockies, Loveland, CO
CentroMed Health and Wellness Center, San Antonio, TX
RSA Corporate Offices, Centennial, CO



infusion ARCHITECTS

Roger Wedderburn - AIA, NCARB ARCHITECT

As a Designer for over 20 years, Roger's extensive expertise in the design of commercial, industrial and healthcare projects is a strong component of Infusion's capabilities.

Background

Roger has worked as an architect and designer on projects throughout the country in a design build capacity. Roger has a passion for working with the client to create a design that aesthetically meets a project's functional requirements and programmatic needs. His extensive experience and ability to work seamlessly within a team environment ensures design intent is fulfilled.

Having the unique opportunity to live in Barbados, Belize, Mexico, Africa and Pakistan, culminating with high school graduation from the International School of Bangkok, Roger has been immersed into several different cultures. Growing up in an international community shaped, influenced and enhanced his admiration for global forms of architecture. Sensitivity toward world architecture and its place in each community is important to its identity. In Roger's designs, he focuses on the details from unique cultural experiences.

Roger lives in Windsor, CO.

Education

Bachelor of Architecture + Fine Arts, Washington State University

Registration

Colorado

Areas of Focus

Programming, Master Planning, Medical, Commercial Office, Industrial

Relevant Projects

Roger has designed numerous projects with complex programs, including clinics, medical office buildings, and surgery centers, as well as office/light industrial projects.



infusion ARCHITECTS

H. Lee Hardies - AIA, NCARB PRINCIPAL

With over 40 years in architecture, real estate development, design-build, and construction management, Lee brings diverse and comprehensive experience to each client's project.

Background

Lee began his career with several Los Angeles architecture firms, small and large, involved in office, industrial and residential projects. Lee's role in these firms gave him a strong foundation and appreciation for modern aesthetics and building technology. His own small practice in Southern California completed numerous office, retail, multi-family and space planning projects. Relocating to Colorado in 1987, Lee resumed his architectural practice, including historic preservation, building forensics, real estate development, and expert witness consulting. Co-founding Infusion Architects in 2014, Lee continues his enthusiasm for design and construction.

Lee lives in Longmont, CO. He currently serves as North Section Director for AIA Colorado.

Education

Bachelor of Science, Architecture, California Polytechnic State University, San Luis Obispo

Registrations

Colorado, Wyoming, California

Areas of Focus

Practice Management, Space Planning, Code Analysis, Building Technology, Adaptive Re-use, Historic Preservation, Building Forensics

Relevant Projects

Kersey Town Hall, Kersey, CO
Kersey Community Center, Kersey, CO
State Mercantile Building, Loveland, CO
Sargent Jr/Sr High School (LEED Gold), Monte Vista, CO
Westminster Parks Maintenance Facility, Westminster, CO
EMC Corporate Offices, Louisville, CO
Denver Public Library Warehouse, Denver, CO
Orthopaedic Center of the Rockies, Loveland, CO
Denver Police District 6 Substation, Denver, CO
CentroMed Community Health & Wellness Center, San Antonio, TX

KENTON J. BRUXVOORT PE

PROJECT ENGINEER
MUNICIPAL SERVICES DIVISION

Colorado State University, Bachelor of Science, Civil Engineering, 1983
Colorado State University, Master of Science, Civil Engineering/Hydraulics, 1986
Colorado State University, Master of Business Administration, Finance, 1997

Professional Engineer - States of Colorado, New Mexico, and Wyoming

Water Board - City of Fort Collins, CO



For Professional Engineering Consultants: Kent is responsible for municipal, public works and general civil engineering services including evaluation and design of water and sanitary sewer systems, stormwater drainage studies and design, street design, grading plans, and construction management.

Kent's project experience includes:

- Keenesburg On-Call Town Engineering Services; Town of Keenesburg, CO
- Colorado State University Agricultural Research, Development and Education Center (ARDEC) Bridge; Larimer County, CO
- Kwik Shop Site Civil; Topeka, KS
- Viega Headquarters Site Civil; Broomfield, CO

Prior to joining PEC: Kent provided civil engineering services including site civil design services for land development clients, environmental services for mining clients, floodplain studies for public clients, and municipal engineering and public works services as the Town Engineer for Keenesburg, CO. As Town Engineer, Kent reviewed land development project applications, completed a water and sewer rates and development impact fees studies, and successfully directed public works projects for water utilities and streets from grant preparation through project implementation. His other prior civil engineering project experience includes:

- CLOMR Analysis, Pleasant View Tributary, Jefferson County, CO
- 2534 Site Plan Engineering; Johnstown, CO
- 2534 NW Site Plan Engineering; Johnstown, CO
- Power Motive Site Plan Engineering; Milliken, CO
- Hall-Irwin Office Site Plan Engineering; Milliken, CO
- Industrial Pipe Supply Site Plan Engineering; Loveland, CO
- Rocky Ridge Development Engineering; Larimer County, CO
- Annexations and Land Development Planning; Timnath, CO
- Mountain River Ranch Development Engineering; Larimer County, CO
- Blackbird Knolls Development Engineering; Loveland, CO
- Rigden Farm Development Engineering; Fort Collins, CO
- Kearney Street Townhomes Development Engineering; Commerce City, CO
- Pike Street Paired Homes Development Engineering; Jefferson County, CO
- LaPorte Sand and Gravel Mine and Concrete Batch Plant Permitting; Larimer County, CO
- Water Management Pipeline Design; Continental Mine; Grant County, NM
- Floodplain Study, Poudre River; Fort Collins, CO

More than 30 years experience.

SCOTT M. TURNBULL PE

ASSOCIATE
MUNICIPAL SERVICES DIVISION

Colorado State University, Bachelor of Science, Civil Engineering, 2007

Professional Engineer - States of Colorado, Kansas, and Wyoming

American Society of Civil Engineers



For Professional Engineering Consultants: Scott's responsibilities include utility rate studies, site planning, geometric design, evaluation and design of water systems, plan production, site grading, paving, drainage and detention studies, storm sewer design, and sanitary sewer design.

Scott's project experience includes:

- State Highway 52 Curb Ramps and Sidewalk Improvements; Fort Morgan, CO
- Elm Street Sidewalk Improvements; Keenesburg, CO
- Pediatrics Clinic and Parking Improvements; Johnstown, CO
- Bennett Elementary School Campus Improvements; Fort Collins, CO
- Special Forces Language Training Facility; Fort Carson, CO
- Donelson Park Parking Lot; Brighton, CO
- Bennett Elementary Parking Lot Improvements; Fort Collins, CO
- Wesley ER Parking Lot and Storm Sewer; Wichita, KS
- Mountain View Management Warehouse and Office; Fort Collins, CO
- Teaching Tree Learning Center Renovations; Fort Collins, CO
- Thompson River Pediatrics Clinic including Parking Lot; Johnstown, CO
- Northern CO/WY McDonald's Training Center and Offices; Fort Collins, CO
- Air Force Medical Clinic Modernization; Peterson AFB, CO
- Bulter County Community College; Andover, KS
- F.E. Warren Medical Clinic and Vet Clinic; Warren AFB, WY
- Decarsky Sports and Dog Park; Derby, KS
- Harrison Dog Park Waterline; Wichita, KS
- Wichita State University Playground; Wichita, KS
- Consolidated Nuclear Air Operations and Support Facility; Whiteman AFB, MO
- Federal Correctional Institution Entrance Building 2; Danbury, CT
- Ponca City High School Locker Room; Ponca City, OK
- Viega Metal Fittings Process Center; Wichita, KS
- Kyodo Yushi Manufacturing Americas Grease Plan; Maize, KS

Prior to joining PEC: Scott worked for a consulting firm that specializes in water resources and agricultural engineering. His clients included Native American tribes and the U.S. Government. Scott's prior project experience includes:

- Public Water System Assessment and Planning; Acoma of Pueblo, NM
- Water and Wastewater Systems Evaluation, Acoma of Pueblo, NM
- Transmission Water Line Feasibility Study; Sycuan Tribe, CA
- Uranium Mine Dewatering Pipeline Design, Acoma of Pueblo, NM
- Irrigation System Design and Cost Estimate; Crow Indian Reservation, MT
- Water Conservation and System Improvements Study; Imperial Irrigation District, CA
- Domestic and Agricultural Water Use and System Evaluation; Fort Belknap Reservation, MT
- Evaluation of Past and Present Irrigation Works, Pueblo of Zuni, NM

More than 12 years experience.

NICHOLAS L. STAIB RLA, LEED GA

ASSOCIATE
MUNICIPAL SERVICES DIVISION

Kansas State University, Bachelor of Landscape Architecture, 2003

Registered Landscape Architect - States of Kansas, Arkansas, California, Colorado, Nebraska, Texas and Wisconsin

LEED Green Associate

Council of Landscape Architectural Registration Board (CLARB) Certified

American Society of Landscape Architects



For Professional Engineering Consultants: Nick has many talents

including master planning parks, urban design, fountains, large-scale master planned communities, municipal streetscape plans, planned unit developments, golf course communities, as well as residential and commercial community unit plans. Nick's background includes extensive work with park design, master planning, as well as zoo master planning and exhibit design. He has also brought several of these from the conceptual master planning phase, through construction documents and construction administration.

Nick's project experience includes:

- Wichita State University Print Building Renovation for Wonder Studios; Wichita, KS
- University of Kansas Indoor Football Practice Facility; Lawrence, KS
- Decarsky Park including 8 Ballfields Master Plan and Design; Derby, KS
- Challenger Sports Complex; Broken Arrow, OK
- Park Master Plan Update; Haven, KS
- Cadillac Lake Park Pathways; Wichita, KS
- Community Pond and Park Master Plan; Rose Hill, KS
- Pedestrian and Bicycle Master Plan; Maize, KS
- Lawrence Memorial Hospital Master Plan; Lawrence, KS
- Northeast Baseball Complex; Wichita, KS
- East Bank River Multi-Use Path, Lincoln Street to Gander Mountain; Wichita, KS
- Fidelity Bank Parking Lot Improvements; Wichita, KS
- Pride and Progress Comprehensive Plan; Augusta, KS
- Special Forces Language Training Facility; Fort Carson, CO
- Civil Support Team Ready Building; Windsor Locks, CT
- Hutchinson Regional Medical Center ICU Addition and Respite Garden Park; Hutchinson, KS
- USD 261 Campus High School Natatorium; Haysville, KS

Prior to joining PEC: Nick served as a Landscape Architect with another firm where his responsibilities included construction plans, specifications, and permits for site civil and landscaping projects. Nick's prior project experience includes:

- Wichita State University Experiential Engineering Building; Wichita, KS
- City of Wichita Derby Parks Master Plan; Derby, KS
- Sedgwick County Parks Master Plan; Sedgwick County, KS
- City of Pratt Sixth Street Park Master Plan; Pratt, KS
- City of Pratt Lemon Park Master Plan; Pratt, KS
- City of Haven Park Master Plan; Gorham and Haven, KS
- El Paso Zoo Master Plan; El Paso, TX
- City of Derby Madison Avenue Central Park; Derby, KS
- City of Derby Warren River Park; Derby, KS

More than 16 years experience.

MELINDA R. DENNEY

Owner/President

30 yrs in construction | 10 yrs as Owner | 6 yrs as Operations Manager | 7 yrs as Project Manager

Profile

Melinda has been in the construction Industry for the last 30 years, she is a knowledgeable and accomplished construction professional who has succeeded through leadership and a high level of communication. Proven ability to establish and cultivate a satellite construction office into a profitable business. Detailed management techniques have been developed over years of successful, profitable projects with extremely high levels of client satisfaction.



Professional Background

- **DS Constructors, LLC**
President / Women Business Owner (WBE)
- **Bryan Construction, NCG**
Project Manager/ Branch Start up Manager
- **The Neenan Company**
Integrated development / design / builder
- **Rhoads Construction Inc.**
Project Manager
- **Hensel Phelps Construction**
Office Engineer, Southern California District Office

Professional References:

Weld County 6 School District	Mandy Hydock	970-348-6111
	Monty Ulmer	970-348-6441
Halcyon Designs LLC	Kelly Deitman	303-906-2617
Olson and Olson	Lance Olson	303-867-2058
Colorado State University	Mike Rush	970-491-0080
Wember	Dan Spykstra	720-382-3795

Certificates and Licenses

- Class A General Contractor for the City of Aurora, CO
- Class A General Contractor for Larimer County
- Class A General Contractor for the City of Brighton
- Class B General Contractor for the City of Boulder, CO
- Class A General Contractor for City of Fort Collins, CO
- Class B General Contractor for the City of Longmont
- Class B General Contractor for the City of Thornton, CO
- Class A General Contractor for City of Loveland, CO
- Class B General Contractor for the City of Louisville, CO

- Class B General Contractor for Town of Windsor, CO
- Class A General Contractor for City and County of Broomfield, CO
- Class A General Contractor for County of Douglas, CO
- Class B General Constructor for The City of Commerce City, CO
- Class A ICC Certification for the City of Denver

Education

- Colorado State University, Fort Collins, Colorado
B.S. Construction Management, May 1990

Brian Brown

Preconstruction Manger

40 yrs in Construction | 22 yrs as a PM/Estimator | 18 yrs as a Carpenter/Foreman/Superintendent

Profile

Brian has over 40 years of construction related experience filling a number of different roles on a wide variety of project types. In addition to his engineering background Brian has formal training as a carpenter and worked his way through college operating his own remodeling business. Decades of hands-on carpentry, trade foreman, superintendent and project management experience offer unique insight into the challenges often encountered in renovation projects and inform his work in the Preconstruction process that allows them to be anticipated, avoided and dealt with in most cost and time efficient manner possible.



Professional Background

- **DS Constructors, LLC**
Preconstruction Manager
- **BVB General Contractors**
Chief Estimator
- **ACAI ASSOCIATES/Construction Management Services, Inc.**
Project Manager/Contract Administrator, Chief Estimator/
- **D. Stephenson Construction**
Preconstruction Manger/Project Manager/Superintendent
- **Miller Construction Company**
Preconstruction Manger/Project Manager/Superintendent

Professional References:

- **United States Customs Service** Certificate of Appreciation (for work at DIA Port Office)
- **Palm Beach Community College** Letter of Appreciation

Education

- BS in Architectural Engineering, EIT, Member of two national Engineering Honor Societies,
- LEED AP, Florida SREF, Stormwater Management and Journeyman Carpenter Certificates

Projects:

Silverthorne Business Center
Silverthorne, CO
Mixed Use Project
including 13 condominium units in 3 buildings
Role: Superintendent
Total Cost: \$4 million





Wellington Fire Station 1 Living Quarters Renovation,
Wellington, CO

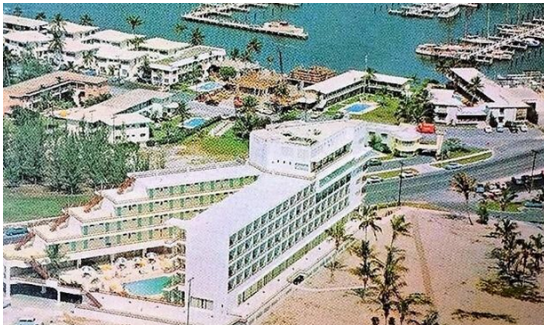
Roles: Estimator (project award, competitive bid)

Alexander Dawson School
Lafayette, CO

- Dorm Building Conversion
- New Lower School and Kitchen
- Gymnasium
- Middle School Expansion
- Performing Arts Center
- Science Building Renovation
- Athletic Fields

Role(s): Assistant Superintendent, Project Engineer/Estimator

Total Cost: \$15 million



Yankee Clipper Hotel Renovations

Fort Lauderdale, CO

Role: Pre-construction Services/Budget Pricing

Estimated Cost: \$3.2 Million



Highlands Community Center

Deerfield Beach, FL

Role: Budget Estimator

Estimated Cost: \$1.3 Million



Plantation Community Center

Plantation, FL

Role: Budget Estimator

Estimated Cost: \$1.6 million

Westwood Golf Course Clubhouse Expansion, Kitchen
& Exterior Renovations
Arvada, CO

Role: Estimator, Preconstruction

Estimated Cost: \$5.4 million



SECTION 3

SCOPE AND PROCESS



APPROACH TO THE SCOPE OF WORK

Our process usually begins with a kick-off meeting with the client, including any agency or department leaders that are designated, and with our key personnel. We will work with you to fine-tune **your vision** for your project. Along with the Town's key staff and elected officials, we will review master planning criteria and options, such as future growth, co-location vs separation of town services, and the enduring character that the project can lend to the downtown area. Together, we will develop a Project Statement that will guide the Space Needs Assessment and Conceptual Design.

1 - Staffing Projection and Space Needs Study

Using data collection and analysis tools, we will interview key staff and assess existing facilities to determine current and future space requirements.

2 - Base Site Plan

Based on the Space Needs Study, we will develop alternate building footprints for use in studying alternate site configurations. We will plan conceptually for needed parking, loading, vehicular access, pedestrian movement, and site accessibility.

3 - Site Selection

Based on the Base Site Plan, we will develop a Site Criteria Rating Matrix, which will be used to score each potential site under consideration. Together with Town representatives, we will identify and visit up to four sites in Wellington.

4 - Site Evaluations

Based on preliminary site selection by the Town, we will assist in the evaluation of the property or properties. This effort may be part of the Town's Due Diligence process, if new land is put under contract. Our team will evaluate the zoning, access, topography, utilities, drainage and other factors. The Town should contract for a survey and geotechnical report at this stage.

5 - Facility Visits

We will assist in identifying three similar facilities and will accompany Town representatives on a tour of each. We will summarize the information gathered at each location for comparison. In addition, we will review other municipal projects that might offer inspiration.

6 - Conceptual Design

Based on the Needs Assessment, site studies, and other data and examples, we will develop a Space Program for the facility. Adjacency requirements for spaces and departments will be analyzed and diagrammed as part of the Program. We will review alternate plan configurations with the Town and develop the best option into a Conceptual Floor Plan.



SECTION 3

SCOPE AND PROCESS



7 - Phasing Plan

The Team will assist the Town in considering and planning for the re-use or disposition of existing facilities. Potential phasing of department relocations will be studied and coordinated with staff and department needs, as well as the conceptual facility design and likely construction schedule.

8 - Master Plan Graphics

Based on the selected site and the Conceptual Floor Plan, we will develop the Final Concept Site and Floor Plans, as well as Concept Exterior Elevations and 3D Rendering. For the purpose of providing more detailed information for cost estimating, we will write a Narrative of the development, addressing many of the proposed materials, assemblies, and building systems that are anticipated.

9 - Cost Estimating

The Infusion Team will work together to prepare a Concept Cost Estimate for the new development. This will include estimates for design fees, general conditions, and construction costs, along with contractor's overhead and profit. If available from the Town, we can also include site acquisition and due diligence costs.

10 - Ongoing Building Operation Estimating

With input from the Town and its procurement personnel, and with research of local utility providers, we will help to evaluate the likely utility and maintenance service costs, along with expected building maintenance and scheduled replacement costs.

11 - Final report

The Infusion Team will review its proposed report format with the Town staff, to make sure we are providing the needed information in a useful and accessible manner. All programming forms, estimates, diagrams, plans and other drawings will be included.

12 - Public Process

Our Team will conduct up to four Workshops/Charettes with key staff and any other designated representatives or consultants of the Town of Wellington. We are conveniently located, so additional visits to the Town Hall and sites are not a problem, if needed. Throughout this phase of the project, at least one member of our team will plan to attend each Town Board meeting, during the 4 - 6 month process.

Task Estimate Spreadsheet follows.



SECTION 3 SCOPE AND PROCESS



No.	Task	Hours RJ	Hours RW	Hours LH	Hours Civil	Hours GC	Hours Total
0	Town of Wellington Vision						
	Interview Key Staff and Elected Officials	4					4
	Review Master Planning Criteria and Options	2					4
	Develop Project Statement to Guide Feasibility Study	2		2			4
1	Staffing Projections and Space Needs Study						
	Interview Key Staff	4					4
	Assess Existing Facilities	1		1			2
	Develop Future Space Needs Estimate	2		2			4
2	Base Site Plan						
	Diagram Anticipated Building Footprint(s)	4		1			5
	Develop Conceptual Site Utilization Study	2		1	2		5
	Estimate Needed Parking and Site Circulation	2		1			3
	Prepare Site Needs Diagrammatic Site Plan	2	4	1	1		8
3	Site Selection						
	Develop Site Criteria Rating Matrix	1		2			3
	Assist Town in Identifying Potential Sites	2		2			4
	Visit 4 Prospective Sites with Key Staff	8			8		16
4	Site Evaluations						
	Review Features and Data with Key Staff	2		2	2		6
	Evaluate Zoning, Access, Utilities, Drainage	4		4	8		16
	Evaluate and Rate Site Criteria	1		2	2		5
	Formalize Recommendations to Town	1		2			3
5	Facility Visits						
	Assist Town in Identifying Similar facilities	2		2			4
	Visit Three Similar facilities with Staff and Officials	9		9		9	27
	Summarize Comparison of Sites Visited	2		2		3	7
6	Conceptual Design						
	Develop Space Program from Needs Assessment	2	2				4
	Evaluate Space and Department Adjacencies	2	2				4
	Prepare Conceptual Floor Plan	2	4				6
7	Phasing Plan for Existing Buildings						
	Review Town Goals for Current Facilities	1					1
	Review Re-use, Disposal Options	1		1			2
	Formalize Recommendations to Town	1		1			2
8	Master Plan Graphics						
	Develop Final Concept Site Plan	2	4		4		10
	Develop Final Concept Floor Plans	2	8				10
	Develop Conceptual Building Elevations	2	16				18
	Prepare Narrative of Conceptual Design	1	1	2			4
9	Cost Estimating						
	Work with GC/Estimator to Evaluate Options	1		2		2	5
	Develop Unit Cost Estimate of Development	1		4		12	17
10	Ongoing Building Operation Estimating						
	Research Local Utility Costs	2				2	4
	Evaluate Town's Current Maintenance Services	2				2	4
	Estimate Future Facility Operating Costs			2		2	4
11	Final Report						
	Review Proposed Report Format with Key Staff	1		1			2
	Prepare Final Report	2	2	16			20
12	Public Process						
	Conduct Up to 4 Workshops/Charettes	12	12				24
	Attend Up to 12 Regular Board of Trustee Meetings	12					12
		98	55	63	27	32	287

SECTION 4 CAPABILITIES



Infusion Architects

Since 2014, our firm has developed a reputation in northern Colorado for thoughtful, practical, and beautiful architecture. The design-build experience of our principals has helped to shape our approach to architecture and construction.

Randell Johnson, AIA - Principal, Project Lead

Randell's extensive background in programming, master planning and concept design is a great match for the Space Needs Assessment. His detailed and collaborative approach to programming helps to identify design challenges and opportunities and to understand current and future needs. Randell has completed master planning for municipal, medical and educational campuses.

Roger Wedderburn, AIA - Associate Principal, Design Architect

Roger has been the lead designer and master plan architect on many Infusion projects and throughout his career. His programming and master planning projects have included medical campuses, a resort in British Virgin Islands, and a hospital in Zambia.

Lee Hardies, AIA - Principal, QA Architect

Lee's many years of experience have included programming, space planning, building forensics, real estate due diligence, historic preservation, and adaptive re-use. His role on this project will be code and accessibility compliance, technical consulting, and overall quality assurance.

PEC

PEC will provide the civil engineering and landscape design input that is needed to assess the viability and desirability of potential sites for the new facilities. PEC also provides structural, mechanical, and electrical engineering services, which may be helpful in refining the systems narrative for the Concept Design.

DS Constructors

DS Constructors is a Woman-Owned Commercial General Contractor. Owner and founder Melinda Denney has over twenty years of construction experience in northern Colorado. DS Constructors offers estimating, design-build, value engineering, construction management, and CMGC services to schools, municipal governments, and commercial clients.

The variety of Infusion's project experience is illustrated by the following Project Sheets.

CONSULTANT SELECTION

We have chosen this team of consultants to best match the potential project needs. We have worked successfully with this firm on multiple projects.

PEC Engineering has been part of our team on both large and small projects, including the Town of Windsor's Public Works and Parks Facility, for the past four years.

PEC provides engineering services in multiple design disciplines, including civil, structural, mechanical and electrical design.

PROJECT SHEET



Project: Meyer Natural Foods Corporate Offices, Loveland, CO

New 2-building campus with one-story office buildings, including an 18,000 SF corporate headquarters for Meyer Natural Foods and a 15,000 SF spec office building, on a 4.35 acre site.

Cost: \$11.6 Million

Role: Architect: Programming/Planning, Design and Construction Documents, managing consulting engineers, Contract Administration

References: Robert Meyer, President
Meyer Natural Foods
4320 Von Karman
Newport Beach, CA 92660
949-862-0500
rmeyer@meyerprop.com

Jeff Jensen, Owner Representative
Jensen LaPlante
1603 Oakridge Drive, Suite 101
Fort Collins, CO 80525
970-893-2836
jeff@jensenlaplante.com



"We set out to create a "World Class" work environment and facility for our employees, one that represented the values our company was founded on. What the Architects were able to deliver was far beyond my original vision. They were able to achieve a building with a monumental look and feel that architectural-ly will stand the test of time. We are proud to call this our new home."

- Robert Meyer
Meyer Natural Foods



PROJECT SHEET

infusion
ARCHITECTS



Meyer Natural Foods Loveland, CO

Two-building campus
Corporate and professional
offices
18,000 SF and 15,000 SF
Extensive natural light
Limestone cladding
Steel tubular trellises



PROJECT SHEET



Project: Orthopaedic and Spine Center of the Rockies (OCR), Loveland, CO

Ambulatory Surgery and Recovery Center: 63,000 SF New Construction
Programming, Fall 2015 – Project Completion, February 2019

Cost: \$20 Million

Role: Architect: Programming/Planning, Design and Construction Documents, managing consulting engineers, Contract Administration

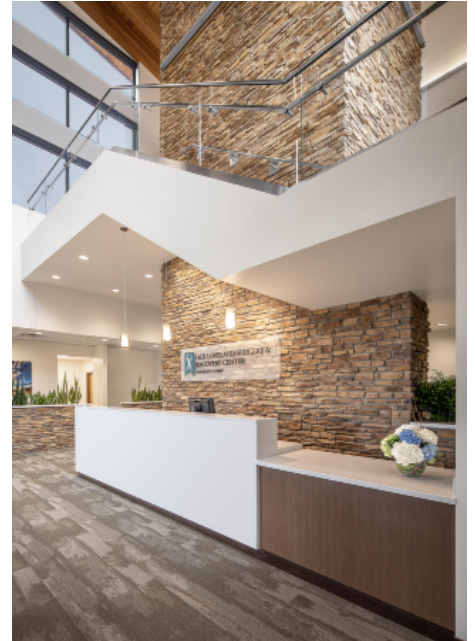
References: Mike Bergerson, CEO,
Orthopaedic and Spine Center of the Rockies
2500 E. Prospect Road
Fort Collins, CO 80525
970-419-7006
mbergerson@orthohealth.com

Will Welch, Project Manager, Wm. T. Welch Company
1315 Oakridge Dr., Suite 100, Fort Collins, CO 80525
970-215-4099
wwelch@wmtwelch.com



PROJECT SHEET

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ARCHITECTS



Orthopaedic and Spine Center of the Rockies

- 6 Operating Rooms
- 2 Shelled ORs
- 17 Pre-Op Bays
- 21 Post-Op Bays
- Recovery Center
- 10 Patient Rooms
- 10 Shelled Patient Rooms
- Nursing Stations
- Administrative Offices
- Support Services



SECTION 5 DESIGN SCHEDULE

Allowing adequate time for staff review at each stage of the process, we are confident that the tasks involved can be completed well within the 4- 6 months indicated in the RFP. Should the Town enter into a contract to purchase a new site, requiring a lengthy due diligence period, this could increase the time needed.

TOWN OF WELLINGTON - SPACE NEEDS ASSESSMENT - TASK SCHEDULE

TASK	WEEKS																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
0 Town of Wellington Vision																								
1 Staffing Projections and Space Needs Study																								
2 Base Site Plan																								
3 Site Selection																								
4 Site Evaluations																								
5 Facility Visits																								
6 Conceptual Design																								
7 Phasing Plan for Existing Buildings																								
8 Master Plan Graphics																								
9 Cost Estimating																								
10 Ongoing Building Operation Estimating																								
11 Final Report																								
12 Public Process																								

SECTION 6 PROJECT EXAMPLES



Project: Town Hall and Plaza Kersey, CO

Rehabilitation and addition to a 100 year old warehouse building for use as the new Town Hall and Police Station. The 9,000 SF facility includes council chamber, administrative offices, meeting spaces, and support services. Sustainability and respect for historic features and materials are important elements of the design.

Cost: \$3.2 Million

Role: Architect: Programming/Planning, Construction Documents, managing consulting engineers, Contract Administration

References: Christian Morgan, Town Manager
Town of Kersey
332 3rd Street
Kersey, CO 80644
970-353-1681
CMorgan@kerseygov.com



KERSEY TOWN HALL

This project is the result of persistent, progressive planning by the Town of Kersey with support from the community and the state of Colorado.

The new Town Hall and Plaza will be the cornerstone to the revitalization of the 1st Street historic commercial core of Kersey.

The incorporation of the historic brick warehouse shell and the addition of a modern high-volume open office area combine to create a highly sustainable, highly functional civic building. The new plaza will open the new facility to the public in a useful and welcoming manner.



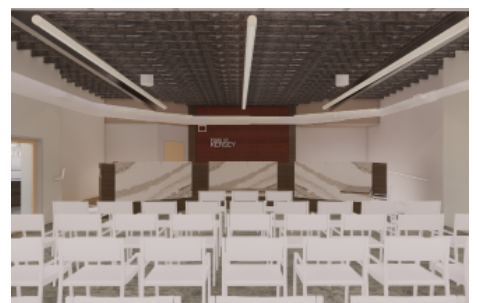
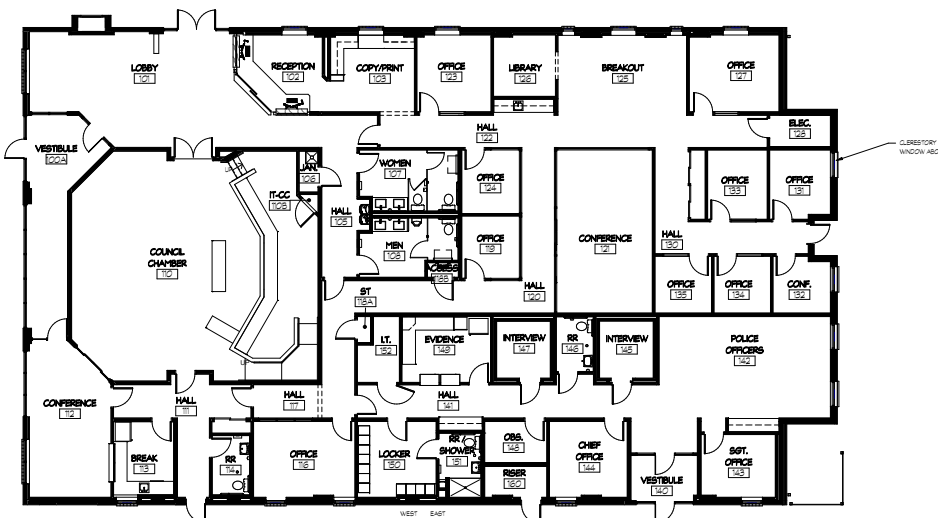
SECTION 6 PROJECT EXAMPLES

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ARCHITECTS



Town of Kersey Town Hall and Plaza

Town Administration
Council Chamber
Conference Rooms
Records Storage
Police Offices
Interview Rooms
Locker and Shower Rooms
Public Plaza



SECTION 6

PROJECT EXAMPLES



Project: Town of Windsor Public Works Facility, Windsor, CO

New seven-building complex, including administrative offices (9,099 SF), fleet maintenance (15,113 SF), shops and storage (10,088 SF), heated storage (7,900 SF), unheated storage (7,500 SF), and outdoor material bins.

Cost: \$13 Million

Role: Architect: Programming/Planning, Construction Documents, managing consulting engineers, Contract Administration

References: Terry Walker, Director of Public Works
Town of Windsor
301 Walnut Street
Windsor, CO 80550
970-674-5400
twalker@windsorgov.com

Will Welch, Project Manager, Wm. T. Welch Company
1315 Oakridge Dr., Suite 100, Fort Collins, CO 80525
970-215-4099



SECTION 6 PROJECT EXAMPLES

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Town of Windsor Public Works Facility

Administration Building
Shops Building
Fleet Maintenance
Heated Storage
Unheated Storage
Bulk Water Station
Outdoor Material Bins

Development of 9 acre site



SECTION 6

PROJECT EXAMPLES



**Project: Town of Windsor Parks,
Recreation, and Culture Facility
Windsor, CO**

New 18,000 SF Parks & Rec Building and 6,900 SF addition to Administration Building on existing Town of Windsor campus.

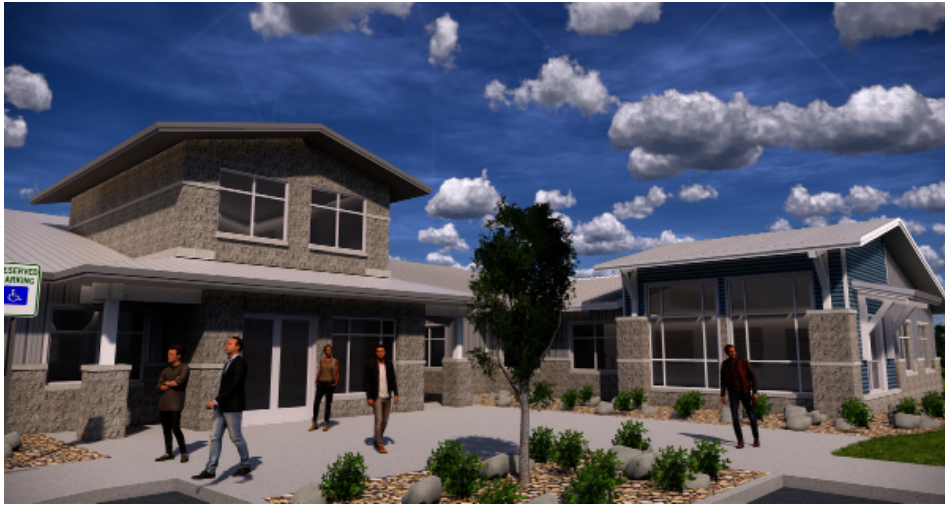
Cost: \$6.5 Million

Role: Architect: Programming/Planning, Construction Documents, managing consulting engineers, Contract Administration

References: Eric Lucas, Director
Town of Windsor Parks, Recreation and Culture
250 N. 11th Street
Windsor, CO 80550
970-674-3523
elucas@windsorgov.com



SECTION 6 PROJECT EXAMPLES



Town of Windsor Parks, Recreation and Culture Facility

Parks Administration
Parks Department Storage
Museum Storage

6,900 SF Office Addition
18,000 SF Storage Building

Infusion Architects designed these additions to the Public Works campus that we designed previously. All buildings are pre-engineered steel buildings with a combination of metal siding and concrete masonry veneer exterior walls.



Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Dave Myer, Engineer, Bob Gowing, Public Works Director, Mike Carrano, Waste Water Treatment Plant Superintendent, Dan "DJ" Jones
Subject: Purchase Request — Wilson Wells Improvement Project

EXECUTIVE SUMMARY

A request is being made to grant the Town Administrator authority to expend funds for all required upcoming purchases for this project

BACKGROUND / DISCUSSION

In August 2019, Wellington initiated work on improvements to its Wilson Wells with an objective to enable startup of the Town's new reverse osmosis (RO) treatment plant with continued water delivery to the existing nanofiltration plant and irrigation facilities. The project involves the replacement of three existing well pumps with VFDs along with improvements to piping and necessary appurtenances (flowmeters, valves, control systems, etc.). The project also involves electrical upgrades, well rehabilitation, and improvements to the well houses. The nanofiltration plant, in combination with the new RO plant, will potentially serve up to 33 percent of the Town's annual water demand, which is particularly critical during the upcoming summer months. Additional information is provided in the attached project progress report (January 10, 2020).

The Town's purchasing policy requires competitive bids and/or Board approval for items above certain dollar amounts. Since some of the equipment that is needed for this project may require 8-weeks or more turnaround, seeking competitive bids will delay the project an additional 2 to 3 months. Therefore, some items or services will have to be sole-sourced. Additionally, the price point of some items will exceed the Town Administrator's \$30,000 authorization limit, and an additional three weeks may be lost waiting for Board approval for each purchase decision.

Due to the emergent nature of this project and its critical timing, this request is being made to grant the Town Administrator authority to expend funds for all required upcoming contractor services and equipment purchases for this project. This move is necessary so that all improvements can be completed before summer peak demand. By granting "not to exceed" authority to the Town Administrator, the completion of the project can be expedited.

Upcoming purchases are anticipated to consist of the following:

- Pumps
- Electrical contractor (equipment and installation)
- Instrumentation and controls contractor (equipment and controls)
- Equipment installation (pumps, piping, valves, flowmeters, etc.)

Financial Considerations

Funding for this project is included in the 2020 CIP budget totaling \$527,513 as described below:



- G/L No. 211-80-0023 (\$47,513)
- G/L No. 211-80-0015 (\$480,000)

STAFF RECOMMENDATION

Grant the Town Administrator authority to expend funds in the not to exceed amount of \$527,513 for all required contractor services and equipment purchases on the Wilson Wells Improvement Project.

ATTACHMENTS

1. Wilson Wells Project Update 1-10-20



TOWN OF WELLINGTON

3735 CLEVELAND AVENUE P.O. BOX 127
WELLINGTON, CO 80549
TOWN HALL (970) 568-3381

PROJECT UPDATE

TO: Ed Cannon, Town Administrator
FROM: Dave K. Myer, P.E., Engineer II
DATE: January 10, 2020
REFERENCE: Progress Report
SUBJECT: Wilson Wells Improvement Project (G/L Nos. 211-80-0015, 211-80-0023)

The project's objective is to enable startup of the Town's new reverse osmosis (RO) treatment plant with continued water delivery to the existing nanofiltration plant and irrigation facilities. It involves new well pumps, piping, appurtenances (flowmeters, valves, control systems, etc.), electrical upgrades and new instrumentation and controls. Rehabilitation to all three wells will also take place along with improvements to both wellhouses.

Recent activities conducted by Town public works staff and hired contractors during the past three months include the following:

- Shut-down Wilson Wells, nanofiltration system, and all irrigation facilities.
- Demolition of old concrete saddles and old piping within the north wellhouse.
- Cleaning and replacement of sumps in both wellhouses.
- Contracted with and completed work with selected electrical contractor (Interstates) for Phase 1.
- Coordinated with Xcel and obtained power switchover in conjunction with above.
- Contracted with and completed substantial work with selected engineering consultant (Farnsworth) and obtained pump specifications and draft drawings of equipment installation.
- Solicited pump vendors to obtain price quotes on specified pumps.
- Solicited painting contractors and executed contract with selected contractor (Maximum Painting) for paint services.
- Contracted with Quality Wells & Pumps (Greeley) and pulled well pumps and videoed wells to evaluate existing condition.
- Initiated well rehabilitation efforts with Quality Wells & Pumps involving new casings and screens, sonar jetting, acidization, and sandbucketing to recover well depth.
- Coordinated with electrical contractor (Interstates) and I&C contractor (Timber Line) for control narratives and upcoming work efforts.

Activities anticipated to be conducted by Town public works staff and hired contractors within the next couple months include the following:

- Complete all well rehabilitation work.
- Finalized installation/layout drawings.
- Purchase pumps.
- Contract with electrical and I&C contractor and initiate equipment purchases.
- Contract with equipment installer and initiate materials purchases.
- Prepare interior wellhouse walls and complete painting.
- Continue to ready nanofiltration and RO plants for startup and purchase and install required equipment.

Board of Trustees Meeting

Date: January 14, 2020
Submitted By: Ed Cannon, Town Administrator
Subject: Contract Approval— GovHR Finance Director Recruitment

EXECUTIVE SUMMARY

Executive Recruiters are hired to assist with hard-to-fill executive positions. Recruiters lead the recruitment process, develop a recruitment brochure, advertise to a national database, conduct candidate screenings, onsite interviews, and finalist recommendations.

BACKGROUND / DISCUSSION

Staff received three (3) proposals from Executive Recruitment Firms. All firms had a similar fee estimate. Staff recommends selecting GovHR. GovHR has a large network and the ability to discreetly seek out candidates who have the ability to meet our expectations and can develop a fully qualified, “best match” candidate pool.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee’s own determination, leave the employ of the Town within the first 12 months of appointment, GovHR will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee’s departure.

STAFF RECOMMENDATION

Staff recommends hiring GovHR to lead the recruitment of a Finance Director.

ATTACHMENTS

1. GOVHR Proposal
2. Sample Brochure
3. Peckham and McKenney Proposal
4. SGR Proposal

December 4, 2019

Mr. Ed Cannon
Town Administrator
Town of Wellington
3735 Cleveland Avenue
Wellington, CO 80549

Dear Mr. Cannon:

Thank you for the opportunity to provide you with a proposal for the Finance Director recruitment and selection process for the Town of Wellington. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 27 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
847.380.3240 | GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette, IL. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Consultant Assigned

GovHR Vice President Kathleen Rush will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Kathleen Rush
Vice President
GovHR USA LLC
Telephone: 224-282-8312
KRush@GovHRusa.com

A complete list of GovHR's clients is available on our website at www.govhrusa.com

References

The following references can speak to the quality of service provided by GovHR:

Englewood, CO (City Manager, 2019) – Heidi Voorhees

City of Englewood
Mayor Linda Olson
1000 Englewood Parkway
Englewood, Colorado 80110
303-503-4020
lolson@englewoodco.gov

Lisle, IL – (Finance Director, 2019) – Kathleen Rush

Eric Ertmoed, Village Manager
925 Burlington Avenue
Lisle, IL 60532
630-271-4116
eertmoed@villageoflisle.org
Jack Knight, Assistant Village Manager
630-271-4144
jknight@villageoflisle.org

Lake Bluff, IL

(Chief of Police, In progress) - Kathleen Rush & Lee McCann
(Finance Director, 2018) - Heidi Voorhees & Kathleen Rush
(Assistant to the Village Administrator, 2016) – Heidi Voorhees

(Village Engineer, 2015) – Heidi Voorhees

(Chief of Police, 2013) – Heidi Voorhees

Drew Irvin, Village Administrator

40 East Center Ave.

Lake Bluff, IL 60044

847-234-0774

dirvin@lakebluff.org

Scope of Work

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your Finance Director search. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next Finance Director. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the Town with a list of where we intend to place the position announcement, if requested.

- The development of a database of potential candidates from across the country unique to the position and to the Town, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by video to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Finance Director. We will ask follow up questions and probe specific areas. By utilizing video interviews we will have an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the Town's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the Town, the schedule will incorporate a tour of Wellington's facilities and interviews with senior staff, if the Town so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Optional Assessment Center

If desired, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of the Town of Wellington's next Finance Director. GovHR consultants will prepare all the related documents and scoring sheets for a choice of any of three (3) of the following exercises to be completed on the Assessment Center day:

- In-Basket Exercise
- Written/Oral Presentation Exercise
- Structured Interview
- Budget Analysis Exercise
- Personnel Issues Exercise
- Other exercise of the Client's choosing

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded for an additional fee. The Board can then review these interviews at your convenience prior to make a decision on which candidates to invite for interview.

Optional 360° Evaluation

As a service to the Town, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Finance Director at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of Town officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the Town of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the Town; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$14,500
Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	6,500
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$23,500**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the Town; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the Town will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Optional Assessment Center Fee: \$6,500*

*The fee for the Assessment Center is \$6,500. The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation and cost of the Assessment Center material, and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the Town of Wellington in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The Town of Wellington will be responsible for paying a \$500 stipend to each Assessor (and possibly mileage for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the \$6,500. If the Town of Wellington chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Town not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Wellington beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee's own determination, leave the employ of the Town within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 29 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of

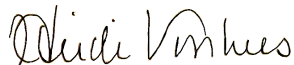
our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.

- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the Local Government Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have video interviewed them, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE TOWN OF WELLINGTON, COLORADO

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHY

KATHLEEN F. RUSH **Vice President, GovHR USA**

Kathleen F. Rush has over 30 years of experience as a local government management professional including Woodridge and Riverside, Illinois. She is known for her extensive professional network. From 2009 until 2017, Ms. Rush served as the Village Administrator in Woodridge, a progressive, vibrant, diverse community in south central DuPage County. During her tenure in Woodridge, Ms. Rush was responsible for an approximate \$44.5 million budget and 126 full-time employees. During her tenure in Woodridge intergovernmental cooperation and regional service arrangements were initiated. Technology improvements, including a new phone system and a new Enterprise Resource System solution was initiated and implemented. The use of social media as a key tool for community engagement advanced. There was an improved commitment to infrastructure including the streets and water system. She participated extensively at a leadership level in regional and County-wide agencies ensuring the implications of decisions were considered during decision making.

Ms. Rush served as the Village Manager in Riverside, Illinois (a national historic landmark) from 1998 to 2009. Riverside is a unique, small town with a high demand for resident service and attention to historic preservation. Designed by Frederick Law Olmsted, designer of Central Park, NY, the Village of Riverside presented a unique set of challenges and projects. The community is known for its significant amount of open space, distinctive zoning and curvilinear streets. The community retains its historic character that essentially has been unchanged since 1879. The community is part of the National Park Service inventory of designated landmarks. During her tenure, financial challenges provided a great deal of experience. Capital project financing, operational reductions and increased service demands were a focus. Significant water, street, sewer, forestry projects were completed. Significant grant funding assisted in the financial undertakings. The Village of Riverside provided parks/recreation and fire services in addition to the primary Village operations.

Prior to serving in the Manager's role in Riverside, Ms. Rush did serve as the Assistant Village Administrator in Woodridge where she was responsible for human resources, information technology, purchasing, agenda management, community relations, special events and Village Board support. She served as the acting Director of Public Works and served as the project manager during the construction of a new Village Hall.

Ms. Rush holds a Bachelor of Science degree in Political Science and a graduate degree in Public Administration from Northern Illinois University. She has served in various leadership roles in professional and civic associations including serving as President of the Illinois City/County Manager's Association, President of the Illinois Municipal Management Assistants Association, and Chairperson of the Intergovernmental Risk Management Agency. Ms. Rush presently serves as a member on the Board of Directors for the DuPage Federation on Human Services Reform. She has recently completed a term on the Board of Advisors for the Northern Illinois University division of Public Administration and was on the Board of the DuPage Credit Union. She was selected as the ASPA Administrator of the Year in 2014 and was selected to receive the ILCMA Lifetime Achievement Award named for Bob Morris in 2017.

Professional Education, Training and Instruction

- Bachelor of Science degree in Political Science
- Graduate Degree in Public Administration, Northern Illinois University

Professional Development and Speaking Engagements

- ILCMA, panelist at various conferences

- IAMMA, panelist at various conferences
- The Legacy Project, Panelist 2017 Annual Conference and luncheon speaker

Memberships and Affiliations

- Board member and secretary for the DuPage Credit Union
- Board of Directors for the DuPage Federation on Human Services Reform, Vice Chairperson
- Former President of the Board of Advisors for the Northern Illinois University division of Public Administration
- Former President of the Illinois City/County Manager's Association
- Former President of the Illinois Municipal Management Assistants Association
- Former Chairperson of the Intergovernmental Risk Management Agency
- Former member of the DuPage Mayors and Managers Association Executive Board, and Transportation Committee Chairperson

Awards

- ASPA Administrator of the Year in 2014
- Robert B. Morris Lifetime Achievement Award, ILCMA, 2017

Local Government Background

Over 30 years' experience as a local government management professional

- Village Administrator, Village of Woodridge, IL 2009 – 2017
- Village Manager, Village of Riverside, IL 1998 – 2009
- Assistant Village Administrator, Woodridge, IL 1985 – 1998

Executive Recruitment for

LISLE, ILLINOIS

GovHR USA is honored to announce the recruitment and selection process for the next Finance Director for the Village of Lisle, Illinois. This brochure provides background information on the Village of Lisle and the Finance Department, as well as the requirements and expected qualifications for the position. Candidates should apply by April 19, 2019 by sending their resume, cover letter and contact information for five work-related references to govhrjobs.com to the attention of Kathleen Rush, Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 224-282-8312. The Village of Lisle is an Equal Opportunity Employer.

Kathleen Rush, Vice President

GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
224-282-8312
Formal Applications should be submitted to:
www.GovHRjobs.com



FINANCE DIRECTOR



PROFESSIONAL ANNOUNCEMENT

Lisle, IL (23,440), Lisle is a vibrant, non-home rule community located in Chicago's western suburbs with Aa1 bond rating from Moody's Investor Services, well-balanced revenue stream and a high quality of life. "The Arboretum Village," is located along the prestigious I-88 Corporate Corridor just 26 miles west of Chicago's loop.

The Village is seeking a progressive public finance professional with exceptional interpersonal skills and experience in public finance to serve as their next Finance Director. The former director retired after 34 years of dedicated service to the community. Located in prosperous DuPage County, Lisle has a nature-themed redeveloped downtown, and over 750 businesses in a variety of business districts. Home to many corporate headquarters including Navistar, Molex, AST, AMITA Health and SunCoke, the community has beautiful neighborhoods, three full-service hotels, Benedictine University, a growing local/independent restaurant scene, extensive recreational opportunities including the Chicago Bulls and Sox Youth Academy and excellent schools all within just a short train ride to downtown Chicago. The community has a major commercial corridor along Ogden Avenue with easy access to the I-355 and I-88 tollways.

The Village of Lisle has 86 full-time and 9 part-time employees. Village departments include the Village Manager's Office, Finance, Development Services, Public Works and Police. Staff members are encouraged to bring their whole selves to work while respecting their needs for a work-life balance. Autonomy is proudly offered while conducting one's work, while at the same time supporting fellow employees in the team environment. The successful candidate will bring energy and a drive for excellence to the department. The new Director will report to the Village Manager and serve as a liaison/treasurer to the Police Pension Fund.

The Finance Department is responsible for the preparation of the annual audit and budget, financial forecasting, financial reporting, accounts payable, accounts receivable, utility billing and purchasing. The new Director will lead 4 full-time employees including an Assistant Finance Director, Procurement Services Manager, Utility Billing Clerk (remote work employee), Accounting Services Clerk, and one part-time Account Services Clerk. The Village is on a May 1 – April 30 fiscal year. The Village has an annual budget of \$42 million supporting 16 funds including two major funds (General and Capital), along with debt service and three TIF funds.



Qualified individuals will be expected to have:

- A minimum of seven years' progressively responsible experience including supervisory experience preferably in a community of comparable complexity with strong knowledge of municipal finance practices including GASB standards. Public sector experience preferred.
- A bachelor's degree in accounting, finance or a related field is required. A Master's degree, CPA, CPFA is highly desirable.
- High standards of performance, productivity and initiative with a strategic approach to innovation and process evaluation. The new Director will encourage employee initiative in accomplishing their work utilizing best practices, while respecting the regulatory framework that guides service delivery.
- Skill in financial analysis, forecasting and a familiarity with modern budgetary approaches, fund structure, GASB principles and accounting practices.
- Impeccable professional and personal integrity that will inspire trust and confidence among subordinates, coworkers, elected/appointed officials and the general public.
- Supervisory skills that promote team spirit, further the development of the department's staff, and create a learning environment which fosters growth and innovation resulting in enhanced department service delivery.
- Well-developed interpersonal and oral/written/presentation communication skills including the ability to communicate complex numerical data effectively, including relaying information in clear graphic formats to ensure understanding by a non-technical audience.

- Participation and commitment to the executive leadership team; demonstrating leadership and a concern for the community's success. Application of a forward-looking perspective to the delivery of financial services.

Starting salary range is +/- \$120,000, depending on qualifications and experience. Apply online with résumé, cover letter, and contact information for 5 professional references by April 19, 2019 Attn: Kathleen Rush, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062. Tel: 847-380-3240 or 224-282-8313.



COMMUNITY BACKGROUND

The Village of Lisle (population 23,440) is located 26 miles west of Chicago in prosperous DuPage County. Lisle's location, access to an excellent work force and superb amenities are closely tied to a high quality of life. Lisle neighbors the prestigious Morton Arboretum, a world-class arboretum of 1,700 acres, that draws visitors from around the globe. Blending outstanding business parks and a charming downtown, the community has a significant business sector, and a wide variety of residential housing opportunities.

While the Village of Lisle was incorporated in 1956, the history of the Lisle area dates back to the early 19th Century. The area was settled as a community shortly after the Blackhawk War in 1882 when the Hatch Brothers established their two homesteads on land near what is now Main Street and Ogden Avenue. The area was soon flourishing with a mill, school and creamery.

Homestead families continued to migrate to what was then called Lisle Township (established in 1850) to facilitate travel by building some roadways with planks. Southwest Plank Road, now known as Ogden Avenue, was one such plank road where a toll gate was established adjacent to a tavern and inn which was a comfortable day's ride from Chicago. The Chicago, Burlington and Quincy (CB&Q) train came to Lisle in 1850 as a stop on its line to Aurora.

In 1895, Lisle was the largest milk shipping center on the CB&Q line.

In 1901, the Saint Procopius College and Academy relocated from Chicago. In 1967, it merged with Lisle's Sacred Heart Academy (established 1926) and formed Benet Academy. The college was renamed Illinois Benedictine in 1971. The St. Procopius Abbey was located in Lisle in 1914; the seminary opened in 1916 and trained the faithful until 1967. These educational and religious facilities remain prominent features in the community.

In 1922, Joy Morton set aside a portion of his land for the Morton Arboretum. The founder of Morton Salt Company, he was one of the four sons of J. Sterling Morton, who established Arbor Day. The Arboretum today is 1,700 acres in size with 200,000 living plants and nearly 4,000 taxa represented. There are plants from 40 countries in northern temperate zones located throughout the grounds. This facility is a center for education, research, events and relaxation. The activities include the award winning interactive Children's Garden, The Maze, a diverse range of year-round activities including classes, theatre hikes and cross country skiing. Last year, an exhibit featuring trolls encouraged more than 160,000 visitors in July 2018 to the grounds of the Arboretum.



Lisle today is considered to be a recreation and family-friendly community with a host of housing options, excellent transportation access, strong community values, professional and experienced government. The Village is located in the heart of a major transportation network that includes three airports, interstates, rail and bus service. O'Hare and Midway airports are just a short 30-minute drive away. Corporate air service is offered at the DuPage County airport. Lisle is located at the crossroads of I-355 and I-88. Daily commuter and express train service is offered by the BNSF railway making Lisle a very desirable stop.

Community events such as Depot Days, Downtown Cruise Nights, and the Lisle French Market attract residents and visitors to the center of the community. Eyes to the Skies, a hot air balloon fest, is a regional event which draws thousands to the community around the July Fourth holiday weekend. Garden Gait and Lights of Lisle promote the local beauty of the community, while concerts in Lisle Community Park offer residents the opportunity to visit with their neighbors while enjoying the warmth of summer evenings.

There are two highly regarded public School Districts in Lisle. Lisle Community Unit School District 202 is constructing a new elementary school, and has a junior high and a high school. Lisle students are also served by Naperville School District 203 and may attend two elementary schools, Kennedy Junior High, and Naperville Central High School. There are two private schools in Lisle, St. Joan of Arc and Benet High School.

There are three institutions of higher learning in Lisle including Benedictine University, National Louis University and UTI-United Technical Institute. More than 79% of Lisle residents are college educated and many have advanced degrees.

LISLE AT A GLANCE

Population: 23,440

Households: 10,148

Equalized Assessed Value: \$1,080,350,807

Total Annual Budget (2020): \$42,354,580

Land Area: 7.02 square miles

Median Home Value: \$336,100

Median Household Income: \$83,745

VILLAGE GOVERNMENT

Lisle continues to further its reputation as a well-run, financially sound (Aa1 bond rating) organization. This non-home rule community is a model of fiscal stability with strong general fund revenues and significant sales tax performance resulting in operational stability for the long term. The Mayor and six elected at large trustees establish policies to guide the Village's values, vision, mission and key strategic performance areas. An appointed Village Manager, who has been with the Village for 11 years, oversees a talented and efficient staff of 86 full time and 9 part-time employees. The Finance Director is appointed by and reports to the Village Manager. The position will work hand in hand with the executive management team to provide progressive and collaborative solutions to employees, residents and businesses.

The Village's fiscal year begins on May 1st. The Village has consistently received the GFOA Award (for the last 16 years) for the Comprehensive Annual Financial Report. The Village has a total FY 2020 Budget for all funds of approximately \$42,354,580. There are 16 funds including General Fund and Capital Improvement funds along with debt service and three TIF funds.



THE FINANCE DEPARTMENT

Members of the Finance Department provide oversight of the traditional finance duties including budget preparation, annual audit, monthly financial reports, accounts payable/accounts receivable, payroll, water billing and oversight of the Enterprise Resource Planning (ERP) software. The Director also serves as the Treasurer for the Village as well as liaison to the Police Pension Board providing advice and guidance to that body.

Budget - The Village's fiscal year begins on May 1st. Lisle is a non-home rule community with a healthy sales tax revenue stream as well as balanced land use contributing to a healthy EAV. The management team, in conjunction with the Finance Department, prepares the budget. Reviewed by the Village Manager and approved by the Village Board, the budget has a long history where revenues meet or exceed expenses.

Police Pension - The Finance Director is the staff liaison to the Police Pension Board serving as its Treasurer. The Police Pension is presently funded at a ratio of 71.7%. A 7% interest rate assumption is in use along with a fully funded approach at year 2040. The Finance Director works closely with the Village Board, Lauterbach & Amen, LLP, and an investment advisor to monitor the fund's performance.

Operational Oversight - Daily oversight of the financial operations is required for this position including

developing and maintaining internal systems and processes in keeping with financial best practices, GAAP and GASB; preparing the CAFR, serving as financial advisor and long-range financial planning and forecasting. The Director will provide a monthly financial report to the Village Manager. The Director will work closely with the other department directors on financial matters. The Director fosters a strong, professional customer service orientation for employees of the Finance Department who have a prominent role in interacting with residents of the community.

The new Director will lead four (4) full time employees including an Assistant Finance Director, Procurement Services Manager, Utility Billing clerk (remote work employee), Accounting Services Clerk, and one part-time Account Services Clerk.

OPPORTUNITIES FOR THE FINANCE DIRECTOR

The next Finance Director for the Village of Lisle can expect to be involved in handling the following:

- Establishing a highly collaborative working relationship across departments to support their efforts and provide guidance, advice on best practices, and financial expertise to ensure fiscal accountability.
- The Finance Director will evaluate and develop a multi-year strategy to implement technology enhancements in all operational facets of the department, including the possible implementation of a new ERP in an effort to improve the business functions offered.
- The Finance Director will be expected to further the development of the department staff by creating a high-energy learning environment that fosters growth and innovation.
- The Finance Director will be charged with evaluating purchasing processes and established protocols, and identifying tools and methods in implementing modifications to improve efficiency.
- The Finance Director will develop an annual spending plan that ensures fund balances remain at or above the Village minimum standards; controlling operational expenses and guiding reinvestment in infrastructure.
- Additional stormwater improvements are anticipated and identification of funding opportunities will be necessary.
- The Finance Department, along with Public Works Department, will be involved in an evaluation of the water system, which will result in identified capital improvements and will require an evaluation of both operational and capital funding needs in the enterprise fund.
- Revisiting the budget process to offer efficiencies and additional collaboration with the department directors to ensure organizational priorities are addressed.
- Understanding and considering the Department's configuration, with an eye toward the development of a succession plan, and possible restructuring or possible alternative service methods for delivery of some functions.
- Improving the financial reporting materials offered to officials to allow them to consider policy consequences, long-term trends, and impacts of decisions to assist in their efforts to govern effectively.



CANDIDATE QUALIFICATION CRITERIA

The Finance Director is a key member of the Village's executive team. This resilient, highly responsible individual will require strong technical aptitude, highly developed interpersonal skills, excellent professional credentials and excellent communication skills. The next Finance Director will approach challenges with a strong analytical perspective, framing recommendations with a forward thinking, sustainable perspective. The Director must have a strong desire to work in a collegial, team-oriented environment. He/she must be a highly motivated, self-starting and confident individual. The successful candidate will demonstrate the ability to prioritize projects, navigate conflict and demonstrate strong supervisory skills.

The Village is seeking proven candidates committed to excellence in the delivery of public finance management services. The following factors of education, experience, leadership management style, and personal and professional traits have been identified as necessary and/or desirable for the Director to succeed in this position.

Education and Experience

Graduation from an accredited college or university with a Bachelor's degree in accounting, finance or related field is required. A master's or related degree (MA, MBA, MPA, CPFO and/or CPA degree) is highly desired.

A minimum of seven years of progressively responsible and technically complex public sector financial management experience; an equivalent combination of education and experience, may be considered. Demonstrated supervisory responsibility in a functionally similar position is desired.

Knowledge of finance department functions and government accounting principles and standards is

required. The Director will be comfortable fostering an environment of professionalism in supporting the operating departments and the community.

Experience with coordinating and overseeing the annual audit, levy, TIF audit/report, fixed asset reporting/disposition/depreciation and required narratives for the CAFR.

Strong understanding of modern budgeting practices including preparation of Village-wide annual budget; preparation of transmittal letter, analysis, schedules and supporting documentation.

Demonstrated support for and consultation with Village departments on budgetary matters; development of financial and cost analyses to support sound decision-making.

Understanding of investment policy best practices and applicable state statutes.

Experience with, and supervision related to, managing an ERP; knowledge of new system implementation challenges and adaption of practices to ensure effective use of technology.

Experience and ability to formulate, initiate, administer and deploy policies, procedures and equipment affecting all elements of a Finance department.

Have demonstrated supervisory experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the Department consistently functions at a high level of customer service.

Demonstrate an understanding of the principles of government budgeting, recognizing the long-term cost implications of proposed new programs; have familiarity with systems and metrics that measure the success and effectiveness of departmental programs.



Have a demonstrated ability to provide strategic leadership, develop forecasting tools, and prepare long-range financial projections.

Have a track record of assessing the skills and abilities of existing personnel in an effort to maximize their talent and expertise, including opportunities for employees to take on new challenges and stretch assignments as professionals.

Have proven verbal communication and listening skills, both one-on-one and in a public speaking venue, treating everyone in a professional and respectful manner.

Be technologically savvy and have a demonstrated record of understanding and utilizing technology systems and procedures to monitor and measure departmental productivity and provide timely information to citizens. Possess proficiency in MS Word, PowerPoint and Excel.

Experience in working and collaborating with elected and appointed officials, and committees.

Possess strong presentation experience, and have excellent writing and interpersonal skills.

Management Style and Personal Traits

Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.

Be a clear and concise communicator.

Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.

Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.

Be a highly motivated, goal-oriented leader with a proven ability to quickly earn respect, gain cooperation and communicate clear direction.

Be creative in solving problems, encouraging and empowering employees to find new and better ways to get work done, while also applying, maintaining and respecting the regulatory framework that guides the delivery of municipal services.

Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the Director position; have a strong work ethic.

Have ability to inspire confidence and credibility.

Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges. Be a manager who both advocates for his/her staff when appropriate, and holds the team accountable.

Have an open, friendly personality and communication style and a calm demeanor; be one who can establish trust quickly with others. Have a sense of humor when appropriate to the circumstances.





December 12, 2019

Ms. Kelly Houghteling
Assistant Town Administrator
Town of Wellington
3735 Cleveland Avenue
P.O. Box 127
Wellington, CO 80549
(via electronic mail to houghtkm@wellingtoncolorado.gov)

Dear Ms. Houghteling:

Thank you for the opportunity to express our interest in assisting the Town of Wellington (Town) in the recruitment of a new Finance Director. Based on our experience conducting similar searches, we are fully prepared to team with the Town to ensure a successful outcome. It is our understanding the Town is interested in a full recruitment and outreach process, leading to the successful placement of a candidate that “fits” the organization and community.

Peckham & McKenney has managed hundreds of successful executive searches throughout the western United States. Our experience in filling the Finance Director role, and closely related roles, is strong. We have successfully completed 45 such recruitments, including 26 successful Finance Director placements.

Earlier this year, I placed Chris Bothwell as the Finance Director in Bothell, WA, and Paula Barry as the Finance Director in Kent, WA. Our firm also recently completed a successful Finance Director recruitment in San Marino, CA. I am currently retained by three jurisdictions in three states to fill the Finance Director role: Yavapai County in Prescott, AZ (Finance Director), Mill Creek, WA (Director of Finance and Administration), and the Truckee Donner Public Utility District in Truckee, CA (Chief Financial Officer). This gives me substantial contact with currently available qualified local government finance professionals.

Peckham & McKenney has earned an excellent reputation in the industry for providing customized processes resulting in successful, long-term placements. We strictly limit our workload to ensure every client receives true personal attention. Now in our 16th year as Peckham & McKenney, we are proud to say of all our placements since 2010, over 80% are still with their employers today. This allows us to offer an all inclusive one-year placement guarantee, one of the strongest in the industry.

I would serve as the Town’s Recruiter. Bobbi Peckham and Phil McKenney added me to their firm because I have served 20 of the last 22 years in local government, including as a county manager, city manager (acting), county attorney, and general counsel, including 15 years at the executive level. I am very familiar with northern Colorado, having successfully completed recruitments for Windsor, Loveland, the Loveland Downtown Development Authority, and Severance in the last two years.

The attached proposal includes more detailed information regarding the firm, the search process and timeline, professional fee and expenses, our guarantee, and client references. We look forward to the opportunity to work with you on this important search process. Please feel free to call me directly at (970) 987-1238 if you have any questions.

Sincerely,

Drew Gorgey

Andrew (Drew) Gorgey
Vice President, Western Region
Peckham & McKenney, Inc.
212 E. Columbia St.
Colorado Springs, CO 80907
drew@peckhamandmckenney.com
(970) 987-1238 (direct)

Attachment

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THE FIRM

Peckham & McKenney, Inc.

Peckham & McKenney provides executive search services to local government agencies throughout the western United States and is headquartered in Roseville, California. The firm was established as a partnership in June 2004 and incorporated in 2014 by Bobbi Peckham and Phil McKenney, who serve as the firm's President and Chief Operating Officer, respectively. Our team of Executive Recruiters is based in northern and southern California, Colorado, and Texas and brings over 60 years of experience in local government and executive search. We are supported by administrative and research specialists, marketing and design professionals, a web technician, and distribution staff.

Since 2004, we have conducted more than 500 executive level recruitments in the states of Arizona, California, Colorado, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. On behalf of elected Councils, Boards, and Commissions throughout the West, we have successfully placed hundreds of City and County Managers, Chief Administrative Officers, Executive Directors, General Managers, Administrators, and Legal Counsel, as well as their Assistants and Deputies.

In addition, we have placed hundreds of executives and organizational leaders in the areas of public safety (police and fire), community development and planning, economic development, public works and engineering, finance, human resources, city clerk, information technology, library services, parks and recreation, and community services.

Our Reputation

Peckham & McKenney is one of the most trusted and respected executive recruitment firms in the country. Time and again, we receive unsolicited compliments from clients and candidates relating to our integrity and high ethics. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us, which you can find on our web site at www.peckhamandmckenney.com.

"All about fit"

We recognize that every agency and community we serve is unique, and the candidate you ultimately select must "fit." We take the time to become familiar with your community, organizational culture, and issues and challenges in order to identify and recruit the best candidates for your consideration. Nearly 89% of our placements stay in those positions for over five years, which is a testament to their "fit."

Our Commitment to the Future

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients and candidates. We have provided numerous workshops and training sessions in Arizona, California, Colorado, Oregon, and Washington to up-and-comers, mid-career professionals, and executives on resume and interview preparation and general career guidance. We also actively support ICMA's League of Women in Government, Women Leading Government, and the annual Women's Leadership Summits in California and Colorado. In addition, we serve as the Administrator for the Credentialed Government Leader program for the Municipal Management Associations of Northern & Southern California.

Peckham & McKenney is a Gold Level sponsor of the League of California Cities, California City Management Foundation, Colorado City & County Management Association, Arizona City/County Management Association, and the Washington City & County Management Association. We are members of a variety of industry associations including the International City/County Management Association, International Hispanic Network, and Women Leading Government.

YOUR RECRUITMENT TEAM

Our Approach

When you retain Peckham & McKenney, you are guaranteed that your Recruiter is fully responsible for the success of the recruitment process. Supported by experienced administrative, research, and marketing specialists, your Recruiter limits the number of active searches to which she or he is committed. Members of your recruitment team for this important search follow.

Bobbi C. Peckham, President

Bobbi Peckham brings over 30 years' experience as an Executive Recruiter as well as prior experience in a local government agency. Ms. Peckham is sought out and retained due to her high ethics, integrity, hands-on customer service, and unique ability to identify candidates that "fit" her client agencies and communities.

Ms. Peckham began her career in local government in the City Manager's office of the City of Naperville, Illinois, where she became familiar with all aspects of local government in the nation's fastest growing community at that time. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region. In 2004, Ms. Peckham formed Peckham & McKenney, Inc. in partnership with Phil McKenney, Chief Operating Officer.

Since 1987, Ms. Peckham has placed hundreds of executives in local government agencies. She is driven to helping the next generation of leaders to succeed in their careers and frequently contributes her time and knowledge in resume review, career guidance, and interview skills. She was also instrumental in writing the ICMA's *Job Hunting Handbook*. Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco.

Phil McKenney, Chief Operating Officer

Phil McKenney has over 35 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the Western United States.

Mr. McKenney began his career in executive recruitment in January 2003 and has since conducted hundreds of national recruitments throughout the Western states, including Colorado, Arizona, Idaho, Wyoming, Oregon, and California. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Andrew (Drew) Gorgey, Vice President, Western Region*

Since joining Peckham & McKenney in 2016, Drew Gorgey has quickly established himself as a sought-after industry professional, completing dozens of major executive recruitments in Arizona, California, Colorado, New Mexico, Utah, and Washington. Before joining the firm, Mr. Gorgey served in Colorado local government for nearly 20 years, including 11 years at the executive and management levels, making his first executive hire in 2004. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. Mr. Gorgey also served as First Assistant and Chief Deputy County Attorney in El Paso County in Colorado Springs, Colorado. In addition, he served as Acting City Manager for the City of Glenwood Springs. Mr. Gorgey continues to serve local government as General Counsel to the Garfield County FML District, a part-time executive position he has held since June 2011. His strong skills in leadership, strategic planning, talent identification, recruitment, development and retention, and his commitment to excellence in the hiring process, have helped many diverse organizations advance, improve, and meet their strategic objectives quickly.

Moving to Colorado in 1987, Mr. Gorgey began his career in the resort and hospitality industry, serving as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and AAA Five-Diamond Resort in Colorado Springs. He later served as Editor of *The Colorado Springs Business Journal*. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey “Outstanding Young Lawyer” in 1999 and elected him one of the Association’s youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association’s prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association’s Bar Leadership Training course (COBALT), and the Special District Association of Colorado’s Leadership Academy, among others. He has lectured on recruitment, interviewing, and related topics at the City/County Management Association conferences in Arizona, Colorado, and Washington (invited August 2019), and at the Arizona State University School of Public Affairs. He completed the International City/County Management Association’s (ICMA’s) Gettysburg Leadership Institute in 2017.

Mr. Gorgey has an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law. He works from his office in Glenwood Springs.

(Note: For convenience and brevity, biographies of Executive Recruiters *Ellen Volmert*, *Josh Agnew*, and *Anton “Tony” Dahlerbruch* have been omitted.)

Joyce Johnson, Operations Manager*

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Joyce Masterson, Research Assistant*

Joyce Masterson brings nearly 30 years' experience working in the City Manager's office and as Director of Economic Development & Community Relations with the City of Escondido. She brings Peckham & McKenney extensive experience in general government administration, media relations, public information, and customer service. She has been active in various organizations over the years including the Municipal Management Assistants of Southern California and California Association of Public Information Officials. Ms. Masterson holds a Bachelor of Arts degree in Telecommunications from Brooklyn College, NY.

Kevin Johnson, Research Assistant*

Kevin Johnson has been a member of the Peckham & McKenney team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Linda Pucilowski, Graphic Designer*

With nearly 30 years experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

Rachel Moran, Website & Social Media Assistant*

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.

* Wellington Executive Recruitment Team Member. Mr. Gorgey works from his office in Colorado Springs, CO.

THE SEARCH PROCESS

While it is our intent to customize the search and project schedule to fit the Town's specific needs, the search process typically includes the following key steps:

Project Organization – Prior to beginning the recruitment, necessary documentation (contract, insurance, business license, retainer invoice, etc.) will be processed. We ask that the Town identify a single point of contact. This individual will serve as our liaison throughout the recruitment, providing necessary information to us, responding to our questions, and receiving and distributing all correspondence. A single point of contact will ensure timely and clear communication throughout the process.

We will request a conference call with the Town to discuss the process, listen to specific desires and expectations, and respond to any questions or concerns. We will discuss expected parameters of the search, the search timeline, and schedule future meeting dates.

At this time, the Town will determine the extent of involvement of other individuals in the search process. This may include the agency's leadership team, staff members, labor representatives, appointed commission or committee members, business leaders, community stakeholders, residents, and others. In addition, we will discuss specific desires and expectations of the Town relating to the development of the candidate profile, finalist interview process, and the various components to be considered.

Your Recruiter will provide recommendations on best practices. Please note that decisions on the extent of involvement of others as well as additional components to the finalist interview process will impact the search, search timeline, and ultimately the cost of the recruitment process.

Development of Candidate Profile (on-site meeting #1) – This step provides for the development of the Candidate Profile that will serve as a guide in the identification of potential candidates, outreach and recruitment efforts, screening and selection of your next Finance Director. The Candidate Profile includes information relating to the Town; current and future issues and opportunities; expectations, goals, and objectives leading to the success of the new Finance Director; and the background and experience, leadership style, skills and abilities, and personality traits of the ideal candidate.

Your Recruiter will develop this profile following individual or group discussions with those individuals identified in the initial conference (see Project Organization above). Our proposal includes one day on site to develop the Candidate Profile. We will request information relating to compensation and benefits, organization charts, and budget data. In addition, we will request high-resolution photos to be used in an attractive brochure to market the opportunity.

A draft of the Candidate Profile will be provided to our point of contact for review. We ask that all revisions and corrections be provided to us in a timely manner in order to maintain the agreed-upon search timeline. Our marketing and design professional will then prepare an attractive marketing brochure incorporating the Candidate Profile. This brochure will be distributed to up to 500 identified industry professionals, and it will also be available on our firm's web site. Copies of the brochure will also be made available to the Town.

Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Social media, including LinkedIn and other venues, will be used as appropriate. Full information on the position will be posted on the Peckham & McKenney website and provided to the Town for posting as well.

Recruitment –The main focus of our outreach will be direct phone contact with quality potential candidates. With over 50 combined years of executive search experience, we have developed an extensive candidate database that is continuously updated and utilized. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly update the Town regarding the recruitment status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will “team” with the Town to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating “surprises” once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged within 48 hours, and we will personally respond to all inquiries. Once the resume filing deadline has passed, we will update the Town on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear to meet qualifications and descriptions in the Candidate Profile. Following a thorough review of the supplemental questionnaires, we will conduct preliminary interviews with those individuals most closely matching the qualifications and description of the Ideal Candidate in the Candidate Profile. We will also conduct internet research, so that we may probe the candidate regarding any areas of concern. Candidates will be advised of the search schedule and updated regularly as to their status.

Recommendation of Candidates/Selection of Finalists (on-site meeting #2) – A bound report will be provided to the Town prior to our meeting to discuss our recommendation of leading candidates. This report will include a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration. We may include a first and second tier of candidates within our recommendation.

Your Recruiter will meet with the Town in a one- to two-hour meeting and will provide an overview of each recommended candidate as well as share any concerns or negative information. Once a group of finalists has been selected by the Town, we will revisit early decisions relating to the finalist interview process. A one-day finalist interview process is standard for initial finalist interviews, however, the Town may want to include multiple interview panels, tours, meet-and-greet sessions, one-on-one interviews, presentations, and other selection options. Your Recruiter will provide further recommendations on finalist process steps during this meeting.

Peckham & McKenney will notify all candidates of their status. Those candidates selected as finalists will be notified and provided with all necessary information to attend finalist interviews with the Town. We will prepare an interview schedule and confirm all necessary details with our point of contact.

If necessary, finalists will make their own travel plans and reservations. It is customary that the Town reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews with the Town. We will confirm this with the Town at our meeting to recommend candidates.

Finalist Interview Process (on-site meeting #3)

Your Recruiter will provide on-site facilitation during the finalist interview process. An orientation session will be held at the beginning of the process, and we will facilitate a review and discussion of the finalists at the end of the day. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided. A standard finalist interview process is typically conducted within one day. Should the process desired by the Town require more than one day, an additional fee will be charged.

Qualification – Once the finalist candidate has been selected and a contingent offer has been made by the Town, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions (www.sterlingtalentsolutions.ca), the world's largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan (California clients) in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted by your Recruiter, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the Town.

Peckham & McKenney's qualification process of internet-based research, background checking through Sterling Talent Solutions, and reference checking has proven successful for our clients through the years. In addition to relying on our services, clients are encouraged to utilize the background checking protocols they normally would use in hiring a position of this type. Enhanced reference checking and background investigation, if any, beyond the scope of this proposal is the client's responsibility.

Our ultimate goal is to exceed your expectations and successfully place a candidate who "fits" your organization and community's needs now and into the future.

FINANCE DIRECTOR
WELLINGTON, CO
SEARCH SCHEDULE
(subject to modification and approval)

This sample schedule for a full recruitment anticipates a 14-week process. I frequently finish sooner than that.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization	Immediate
<ul style="list-style-type: none"> • Conference call discussion of recruitment process • Formalize project schedule 	
II. Development of Candidate Profile	Two Weeks
<ul style="list-style-type: none"> • On-site meeting with Wellington representatives to discuss Candidate Profile • Develop Candidate Profile/Marketing Brochure and obtain approval from Wellington • Develop advertising and recruiting plan 	
III. Recruitment	Six Weeks
<ul style="list-style-type: none"> • Advertise, network, and electronically post in appropriate venues • Send Candidate Profile to 300-400 industry professionals • Post opportunity on firm's web site as well as Wellington's site, ICMA, GFOA, CML, CCI, etc. • Search for/identify/recruit individuals within the parameters of the Candidate Profile • Respond to all inquiries and acknowledge all resumes received in a timely manner 	
IV. Preliminary Interviews/Recommendation	Three Weeks
<ul style="list-style-type: none"> • Review resumes and supplemental questionnaires • Conduct preliminary interviews with leading candidates • Conduct Internet research and credit/criminal checks • Present written recommendation of finalists to Wellington • Notify all candidates of search status 	
V. Final Interviews/Selection	Two Weeks
<ul style="list-style-type: none"> • Schedule finalist interviews • Design process and facilitate finalist interviews with Wellington • Assist Wellington throughout process and provide recommendations • Wellington selects candidate or leading 2-3 candidates for further consideration • Wellington conducts second interview process. 	
VI. Qualification	One Week
<ul style="list-style-type: none"> • Conduct thorough background and reference checks on leading candidate • Negotiation assistance • Exceed expectations and successfully place candidate who "fits." 	

COST OF SERVICES

Cost of Services

Our all-inclusive fee to conduct the search process for your next Finance Director is \$24,000. The all-inclusive fee includes professional fees and expenses (out-of-pocket costs associated with advertising, consultant travel, administrative support/printing/copying/postage/materials, telephone/technology, partial background checks on recommended candidates, and full background check on selected finalist only).

The fee quoted above is for a full recruitment process as described in The Search Process, including three to four days of on-site meetings. The first on-site meeting is to develop the Candidate Profile; the second on-site meeting is to provide a recommendation of candidates; and the third on-site meeting includes up to two consecutive days to facilitate finalist interviews.

Additional Service Costs

The following “menu” details fees for additional requested services. Some fees may be negotiated.

Additional on-site meeting day	\$500 - 1,000/each + travel expenses
Each additional full background check	\$300/each
Additional placement within organization*	\$5,000 (if selected within one year)

*If within one year of the close of this recruitment the Town hires for another position one of the candidates recommended by Peckham & McKenney for the Finance Director position, the Town will be charged a one-time fee of \$5,000.

Process of Payment

One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the Town’s behalf for consultant travel and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received.

The second third of the full payment will be invoiced one month from contract execution, and it is due within 30 days following the invoice date.

The final third of the full payment will be invoiced two months from contract execution, and it is due within 30 days following the invoice date.

If the Town requires a different payment schedule, this must be agreed upon within the contract. Peckham & McKenney expects payment of all invoices in a timely manner. Services may be suspended until payment is received.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is Wells Fargo Insurance, Inc., Charlotte, NC, and coverage is provided by Sentinel Insurance Company and Hiscox Insurance Co. Limited.

Necessary insurance documentation will be provided to the Town in a timely manner.

GUARANTEE AND ETHICS

Placement Guarantee

Our placement record is particularly strong in that 89% of the candidates we have placed remain in those positions for over five years. In the unlikely event, however, that a candidate recommended by our firm (external candidates only) leaves your employment ***for any reason within the first year*** (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Ethics

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted.
- As recruitment professionals, we do not recruit our placements — ***ever***. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- During an active engagement, we do not recruit staff from our client agencies for another recruitment. Nor do we "parallel process" a candidate, thereby pitting one client against another for the same candidate.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we ***always*** represent and speak of our clients in a positive manner, during the recruitment engagement as well as years after.

Reopening the Recruitment

Throughout the recruitment process, all efforts are made to ensure a successful placement of a candidate who fits the Candidate Profile. It is extremely rare that the recruitment process fails to produce a preferred candidate in the first instance. If the search process, however, does not produce a successful placement in the first instance, and there is an understanding that the Town and Peckham & McKenney each take responsibility for whatever errors may have been made, if any, we will conduct a second recruitment process for the cost of expenses (approximately \$7,500), and a professional fee limited to additional on-site meeting day(s) (approximately \$1,000/day).

As Albert Einstein said, the definition of insanity is "doing the same thing over and over again and expecting different results." Prior to reopening the recruitment, we will thoroughly review with the Town what adjustments in approach, compensation, or other variables may be necessary to ensure a successful outcome.

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their experience with Andrew Gorgey. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients.

References from Most Recently Completed Finance Director Recruitments:

City of Kent, WA – Finance Director (2019)

Derek Matheson, Chief Administrative Officer
(253) 856-5700, DMatheson@kentwa.gov
Natalie Winecka, Deputy Director of Human Resources
Phone (253) 856-5282, NWinecka@kentwa.gov

City of Bothell, WA – Fire Chief, Assistant City Manager, Human Resources Director (all in 2017); Community Development Director, Parks and Recreation Director, and Economic Development Manager (all in 2018); and Finance Director (2019)

City Manager Jennifer Phillips
(425) 806-6140, jennifer.phillips@bothellwa.gov
(Ms. Catherine Jansen, Executive Assistant to the City Manager, (425) 806-6145)
Human Resources Director Mathew Pruitt
(425) 806-6200, mathew.pruitt@bothellwa.gov

Cosumnes Community Services District, Elk Grove, CA – Human Resources Director and Chief Administrative Officer¹ (both in 2019)

General Manager Joshua Green
(916) 405-7150, JoshuaGreen@yourcsd.com
Human Resources Director Joseph Ambrosini
(916) 405-7172, JoeAmbrosini@yourcsd.com

Northern Colorado References:

Town of Windsor, CO – Town Manager (2018)

Mayor Kristie Melendez
(970) 215-5495, kmelendez@windsorgov.com
Shane Hale, Town Manager
(970) 674-2419, shale@windsorgov.com

Town of Severance, CO – Chief of Police (2018)

Nicholas J. Wharton, Town Administrator
(970) 685-9144, nwharton@townofseverance.org
Misty Siderfin, Chief of Police
(970) 685-9708, SeverancePolice@townofseverance.org

City of Loveland, CO – City Attorney (2018)

Human Resources Director Julia Holland
(970) 962-2372, Julia.Holland@cityofloveland.org

As a general reference in northern Colorado for Andrew Gorgey, also feel free to contact *Larimer County Manager Linda Hoffmann*, (970) 498-7004, lhoffmann@larimer.org.

¹ Finance emphasis.

PLACEMENT GUARANTEE AND ETHICS

Our placement record is particularly strong in that 80% of the candidates we have placed since 2010 continue in those positions today. In the unlikely event, however, that a candidate recruited and recommended by our firm leaves your employment ***for any reason within the first year*** (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted, even to the extent of informing them as to who was eventually selected.
- As recruitment professionals, we do not recruit our placements – ***ever***. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor (Council member or Manager) to alert them of their intent.
- We do not recruit staff from our client agencies for another recruitment during an active engagement. Nor do we "parallel process" a candidate, which means placing the same candidate in two of our searches at the same time, thereby pitting one client against another for the same candidate.
- We do not misrepresent our client list. Only those searches that we personally conducted appear on our list.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we ***always*** represent and speak of our client in a positive manner, during the recruitment engagement, as well as years after.

DIVERSITY STATEMENT

Peckham & McKenney, Inc., is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

Our average for female and minority placements since 2014 is approximately 51%. Of that average, 37% of our placements are female.

Also, for over 30 years, firm principal and founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government, succeeding in the field as few other women have. As a “minority” owner of her own firm, Ms. Peckham and her partner and co-founder, Phil McKenney, have gone to great lengths to support the management profession, women, minorities, and all involved in the recruitment and hiring processes.

In addition to all other outreach methods, our firm utilizes the National Diversity Network, which ensures placement of your opportunity with the following online venues.

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women’s Job Network

EXECUTIVE SEARCHES CONDUCTED (2004 to PRESENT*)

(* 100's of additional searches were conducted from 1987-2004)

City/County Manager, Executive Director, and Related

Alameda County Waste Management Authority, CA	Executive Director
American Canyon, CA	City Manager
Anderson, CA	City Manager
Antioch, CA	City Manager
Arroyo Grande, CA	City Manager
Ashland, OR	City Administrator
Aspen, CO	City Manager
Auburn, CA	City Manager
Azusa, CA	City Manager
Barstow, CA	City Manager
Basalt, CO	City Manager
Bell, CA	City Manager
Belmont, CA	City Manager
Belvedere, CA	City Manager
Benicia, CA	City Manager
Big Bear Lake, CA	City Manager
Brentwood, CA	City Manager
Brookings Economic Development Agency, SD	Executive Director
Buellton, CA	City Manager
Burbank, CA	City Manager
Burlingame, CA	City Manager
Calistoga, CA	City Manager
Campbell, CA	City Manager (2011 & 2016)
Canby, OR	City Administrator
Carmel-by-the-Sea, CA	City Administrator
Centennial, CO	City Manager (2007 & 2017)
Cordillera Metropolitan District, CO	General Manager
Corvallis, OR	City Manager
Cupertino, CA	City Manager
Del Mar, CA	City Manager
Douglas County, NV	County Manager
Durango, CO	City Manager
Eagle County, CO	County Manager
El Dorado Hills Community Services District, CA	General Manager
Encinitas, CA	City Manager
Escondido, CA	City Manager
Eureka, CA	City Manager
Exeter, CA	City Administrator
Flagstaff, AZ	City Manager
Foothills Park & Recreation District, CO	Executive Director
Fort Bragg, CA	City Manager
Fort Lupton, CO	City Administrator
Galt, CA	City Manager
Garfield County, CO	County Manager
Gilroy, CA	City Administrator (2007 & 2016)
Glendora, CA	City Manager (2007 & 2018)
Grand Junction, CO	City Manager
Greeley, CO	City Manager
Gustine, CA	City Manager
Hayward, CA	City Manager
Hood River, OR	City Manager
Hughson, CA	City Manager
Indian Wells, CA	City Manager

Incline Village General Improvement District, NV	General Manager
Ketchum, ID	City Administrator
La Plata County, CO	County Manager
La Quinta, CA	City Manager
La Palma, CA	City Manager
Lone Tree, CO	City Manager
Loveland Downtown Partnership/DDA, CO	Executive Director
Manitou Springs Chamber of Commerce, CO	Chief Operating Officer
Marin County LAFCO, CA	Executive Officer
Martinez, CA	City Manager
McCall, ID	City Manager
Midpeninsula Regional Open Space District, Los Altos, CA	General Manager (2007 & 2018)
Mill Creek, WA	City Manager
Mill Valley, CA	City Manager
Milpitas, CA	City Manager
Moraga, CA	Town Manager (2011, 2013, & 2017)
Mountain House Community Services District, CA	General Manager
Mountain Village, CO	Town Manager
Napa County, CA	County Executive Officer
North Lake Tahoe Public Utility District, CA	General Manager (2004 & 2007)
Novato, CA	City Manager
Orinda, CA	City Manager
Pacifica, CA	City Manager
Palmdale, CA	City Manager (2011 & 2015)
Palos Verdes Estates, CA	City Manager (2007 & 2013)
Park City Municipal Corporation, UT	City Manager
Piedmont, CA	City Administrator (2013 & 2019)
Placer County, CA	County Executive Officer
Pleasant Hill, CA	City Manager
Point Arena, CA	City Manager
Port Townsend, WA	City Manager
Portola Valley, CA	Town Manager
Public Agency Risk Sharing Authority of California	General Manager/CEO (2004 & 2016)
Rancho Murieta Community Services District, CA	General Manager
Rancho Santa Fe Association, CA	Chief Administrative Officer
Redlands, CA	City Manager
Redwood City, CA	City Manager
Redwood Empire Joint Powers Insurance Authority, CA	Executive Director
Rio Rancho, NM	City Manager
Rohnert Park, CA	City Manager
San Bernardino Water Department, CA	General Manager
San Clemente, CA	City Manager
San Diego Local Agency Formation Commission, CA	Executive Officer
San Mateo County, CA	County Manager (2008 & 2018)
San Miguel County, CO	County Manager
Santa Clara, CA	City Manager
Santa Clara County Open Space Authority, San Jose, CA	General Manager
Santa Cruz County, CA	County Administrative Officer
Sea Ranch Association, CA	Community Manager
Sedona, AZ	City Manager (2008 & 2014)
Sierra Madre, CA	City Manager
Snowmass Village, CO	Town Manager (2006 & 2013)
Solana Beach, CA	City Manager
Sonoma, CA	City Manager
South Pasadena, CA	City Manager
South Suburban Parks & Recreation District, CO	Executive Director
St. Helena, CA	City Manager

Steamboat Springs, CO
 Sunnyvale, CA
 Telluride, CO
 Teton County, WY
 Tracy, CA
 Truckee, CA
 Truckee Donner Public Utility District, CA
 Tulare, CA
 Turlock, CA
 Ventura, CA
 Walnut Creek, CA
 Waterford, CA
 West Sacramento, CA
 Western Eagle County Metropolitan Recreation District, CO
 Windsor, CO
 Winter Park, CO
 Woodside, CA
 Yakima Regional Clean Air Authority, WA
 Yolo County, CA

City Manager (2005 & 2008)
 City Manager
 Town Manager
 County Administrator
 City Manager (2007 & 2014)
 Town Manager (1992 & 2017)
 General Manager (current)
 City Manager (2005 & 2011)
 City Manager
 City Manager
 City Manager
 City Administrator
 City Manager
 Executive Director
 Town Manager
 Town Manager
 Town Manager
 Executive Director
 County Administrator

Assistant City/County Manager and Deputy Manager

American Canyon, CA
 Arvada, CO
 Atherton, CA
 Bothell, WA
 Brentwood, CA
 Carlsbad, CA
 Concord, CA
 Contra Costa County, CA
 Daly City, CA
 Douglas County, CO
 Douglas County, NV
 Escondido, CA
 Foster City, CA
 Fremont, CA
 Gilroy, CA
 Glendale, AZ
 Hayward, CA
 Hayward, CA
 Metro, Portland, OR
 Midpeninsula Regional Open Space District, Los Altos, CA
 Oceanside, CA
 Pacifica, CA
 Palo Alto, CA
 Placer County, CA
 Porterville, CA
 Sacramento County, CA
 San Clemente, CA
 San Pablo, CA
 San Rafael, CA
 South Lake Tahoe, CA
 Summit County, CO
 Tracy, CA

Assistant City Manager
 Deputy City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Chief Assistant County Administrator (2)
 Assistant City Manager
 Deputy County Manager
 Assistant County Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Administrator
 Assistant City Manager
 Deputy City Manager
 Assistant City Manager (2006, 2010 & 2016)
 Deputy Chief Operating Officer
 Assistant General Manager (2)
 Assistant City Manager, Development Services
 Assistant City Manager
 Assistant City Manager
 Assistant County Executive Officer
 Deputy City Manager
 Assistant County Administrator
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager (2006 & 2015)
 Assistant City Manager
 Assistant County Manager
 Assistant City Manager (2007 & 2015)

City Attorney/Legal Counsel

Antioch, CA	City Attorney (2005 & 2015)
Archuleta County, CO	County Attorney
Ashland, OR	City Attorney
Bellevue, WA	City Attorney
Brighton, CO	City Attorney
Brisbane, CA	City Attorney
Burlingame, CA	City Attorney (2008 & 2012)
Eureka, CA	City Attorney
Garfield County, CO	County Attorney
Hayward, CA	City Attorney
Loveland, CO	City Attorney
Mesa County, CO	County Attorney
Midpeninsula Regional Open Space District, Los Altos, CA	General Counsel
Milpitas, CA	Assistant City Attorney
Mountain View, CA	City Attorney
Mountain Village, CO	Town Attorney
Pittsburg, CA	City Attorney
Pleasanton, CA	City Attorney
Redwood City, CA	City Attorney
Richmond, CA	City Attorney
San Bruno, CA	City Attorney
San Pablo, CA	City Attorney
Simi Valley, CA	City Attorney
South Lake Tahoe, CA	City Attorney
South San Joaquin Irrigation District, CA	General Counsel
Yolo County, CA	County Counsel
Yuba City, CA	City Attorney

Community Development/Planning/Building/Economic Development

Alameda, CA	Economic Development Manager
Alhambra, CA	Director of Development Services
Ashland, OR	Community Development Director
Beaverton, OR	Building Official
Bell, CA	Community Development Director
Beverly Hills, CA	Community Development Director
Bothell, WA	Community Development Director
Bothell, WA	Chief Economic Development Officer
Burbank, CA	Community Development Director
Concord, CA	Principal Planner
Dana Point, CA	Community Development Director
Delano, CA	Economic Development Manager
Elk Grove, CA	Economic Development Director
Fremont, CA	Deputy Director of Community Development
Fremont, CA	Deputy Redevelopment Agency Director, Housing
Glendale, AZ	Planning Director
Hayward, CA	Deputy City Manager, Economic Development
Hayward, CA	Community Development Director
Hayward, CA	Economic Development Manager
Jefferson County, CO	Planning & Development Director
Laguna Niguel, CA	Director of Community Development
Livermore, CA	Economic Development Director
Long Beach, CA	Deputy Director, Development Services
Long Beach, CA	Planning Bureau Manager, Development Services
Martinez, CA	Community Development Director
Milpitas, CA	Director of Planning & Neighborhood Services

Mountain Village, CO
 North Tahoe Public Utility District, CA
 Novato, CA
 Oceanside, CA
 Pacifica, CA
 Pacific Grove, CA
 Palo Alto, CA
 Pittsburg, CA
 Placer County, CA
 Rancho Palos Verdes, CA
 Rancho Santa Margarita, CA
 Reno, NV
 San Bernardino, CA
 San Bruno, CA
 San Clemente, CA
 San Clemente, CA
 San Clemente, CA
 San Clemente, CA
 San Clemente, CA
 San Mateo, CA
 San Miguel County, CO
 San Pablo, CA
 San Rafael, CA
 Santa Clara County, CA
 Santa Rosa, CA
 Seaside, CA
 Seaside, CA
 Sebastopol, CA
 South Lake Tahoe, CA
 St. Helena, CA
 Stockton, CA
 Stockton, CA
 Stockton, CA
 Stockton, CA
 Teton County, CO
 Vail, CO
 Walnut Creek, CA
 Walnut Creek, CA
 Windsor, CA
 Winters, CA
 Yuba City, CA
 Yuba City, CA

Public Works/Engineering and Related

Ashland, OR
 Aurora Water, CO
 Benicia, CA
 Benicia, CA
 Benicia, CA
 Big Bear Lake, CA
 Carlsbad, CA
 Concord, CA
 Concord, CA
 Fremont, CA
 Galt, CA
 Gilroy, CA
 Gonzales, CA

Director of Community Development & Housing
 Planning & Engineering Manager
 Community Development Director
 Development Services Director
 Planning Director
 Community/Economic Development Director
 Development Services Director
 Community Development Director/City Engineer
 Community Development Resources Agency Director
 Senior Planner
 Development Services Director
 Redevelopment Administrator
 Director of Housing & Economic Development
 Community Development Director
 Community Development Director
 Economic Development & Housing Director
 City Planner
 Deputy Community Development Director
 Building Official
 Economic Development Manager
 Planning Director
 Asst. to the City Manager, Economic Development
 Community Development Director
 Director, Planning & Development
 Planning & Economic Development Director
 Planning Services Manager
 Redevelopment Services Manager
 Planning Director
 Development Services Director
 Planning & Community Improvement Director
 Community Development Director
 Assistant Director of Community Development
 Deputy CDD-Planning and Engineering
 Deputy Building Official
 Planning & Development Director
 Director of Community Development
 Economic Development Manager
 Planning Manager
 Community Development Director
 Community Development Director
 Development Services Director
 Planning Manager

Public Works Director
 Director of Water
 Land Use & Engineering Manager
 Public Works Director
 Deputy Public Works Director (2)
 Assistant General Manager, Dept. of Water & Power
 Deputy Public Works Director
 Infrastructure Maintenance Manager
 Transportation Manager
 Manager of Maintenance Operations
 Public Works Director
 Building Field Services Manager
 Public Works Director

Greeley, CO
 Greeley, CO
 Greenfield, CA
 Hayward, CA
 Hayward, CA
 Jefferson County, CO
 Livermore, CA
 Louisville, CO
 Mariposa County, CA
 Metro, Portland, OR
 Millbrae, CA
 Millbrae, CA
 Milpitas, CA
 Morgan Hill, CA
 Pacifica, CA
 Pacifica, CA
 Port San Luis Harbor District, CA
 Rancho Palos Verdes, CA
 Rancho Palos Verdes, CA
 Rancho Palos Verdes, CA
 Sacramento County, CA
 Salt Lake City Corporation, UT
 Salt Lake City Corporation, UT
 San Bernardino Water Dept., CA
 San Jose, CA
 San Leandro, CA
 San Pablo, CA
 San Pablo, CA
 San Rafael, CA
 Santa Clara, CA
 South Lake Tahoe, CA
 Steamboat Springs, CO
 Suisun City, CA

Public Works Director
 Water & Sewer Director
 Public Works Director
 Director of Public Works
 Deputy Director of Public Works
 Airport Manager
 Public Works Director
 Public Works Director
 Public Works Director
 Property & Environmental Services Director
 Deputy Public Works Director/Operations
 Development Services Engineer
 Public Works Director/City Engineer
 Engineering & Utilities Director
 Deputy Director, Public Works
 Deputy Director, Wastewater Treatment
 Facilities Manager
 Director of Public Works
 Deputy Director of Public Works
 Senior Engineer
 Associate Civil Engineer
 Transportation Director
 City Engineer
 General Manager
 General Services Director
 Engineering & Transportation Director
 City Engineer
 Public Works Director
 Public Works Director
 Assistant Director of Water/Sewer Utilities
 Public Works Director
 Public Works Director
 Public Works Director

Finance Director/Controller/Treasurer

Alhambra, CA
 American Canyon, CA
 Arvada, CO
 Atherton, CA
 Aurora, CO
 Azusa, CA
 Bell, CA
 Bothell, WA
 Brentwood, CA
 Concord, CA
 Cosumnes Community Services District, Elk Grove, CA
 Daly City, CA
 Durango, CO
 Encinitas, CA
 Fairfield, CA
 Fairfield, CA
 Greeley, CO
 Hayward, CA
 Hayward Area Recreation District, CA
 Kent, WA
 Laguna Woods, CA
 La Quinta, CA

Finance Director
 Administrative Services Director
 Director of Finance
 Finance Director
 Finance Director
 Director of Finance
 Finance Director
 Finance Director
 City Treasurer/Administrative Services Director
 Budget Officer
 Chief Administrative Officer
 Director of Finance
 Finance Director
 Finance Director
 Director of Finance
 Assistant Director of Finance
 Finance Director
 Director of Finance/CFO (2006 & 2017)
 Administrative Services Director
 Finance Director
 Administrative Services Director/City Treasurer
 Finance Director

Marin County, CA
 Mill Creek, WA
 Milpitas, CA
 Modesto, CA
 Oceanside, CA
 Orange County Fire Authority, CA
 Orange County Fire Authority, CA
 Pacific Grove, CA
 Pasadena, CA
 Pittsburg, CA
 Rancho Cordova, CA
 Reno, NV
 San Marino, CA
 San Mateo, CA
 San Mateo, CA
 Santa Clara, CA
 Santa Clarita, CA
 Seaside, CA
 Silverthorne, CO
 Sonoma, CA
 South Lake Tahoe, CA
 Steamboat Springs, CO
 San Mateo County, Office of Superior Court, CA
 Truckee Donner Public Utility District, CA
 Winter Park, CO
 Yavapai County, AZ

Assistant Director of Finance
 Director of Finance and Administration (current)
 Finance Director
 Director of Finance
 Director of Finance
 Assistant Chief, Business Services
 Treasurer
 Finance Director
 Accounting Manager
 Finance Director
 Assistant Finance Director
 Finance Director
 Finance Director
 Finance Director
 Deputy Director of Finance
 Accounting Division Manager
 Finance Manager
 Financial Services Manager
 Director of Finance/Administrative Services
 Finance Director
 Administrative Services Director
 Finance Director
 Finance Director
 Chief Financial Officer (current)
 Finance Director
 Finance Director (current)

Human Resources/Personnel

Anaheim, CA
 Beaverton, OR
 Belmont, CA
 Benicia, CA
 Bothell, WA
 Brentwood, CA
 Brookings, SD
 Concord, CA
 Cosumnes Community Services District, Elk Grove, CA
 Eagle County, CO
 Emeryville, CA
 Encinitas, CA
 Folsom, CA
 Hayward, CA
 Hayward Area Recreation & Parks District, CA
 Jefferson County, CO
 Kent, WA
 Lakewood, CO
 Manhattan Beach, CA
 Mariposa County, CA
 Metro, Portland, OR
 Midpeninsula Regional Open Space District, CA
 Oceanside, CA
 Pacific Grove, CA
 Palo Alto, CA
 Parker, CO
 Placer County, CA
 Porterville, CA

Human Resources Director
 Human Resources Director
 Human Resources Director
 Human Resources Manager
 Human Resources Director
 Human Resources Director
 Director of Human Resources
 Human Resources Director
 Human Resources Director
 Director of Human Resources
 Human Resources Director
 Human Resources Manager
 Human Resources Director
 Human Resources Director
 Administrative Services Director
 Human Resources Director
 Human Resources Director
 Employee Relations Director
 Human Resources Director
 Human Resources Director/Risk Manager
 Human Resources Director
 Manager of Administration/Human Resources
 Human Resources Director
 Human Resources Manager
 Chief People Officer
 Human Resources Director
 Human Resources Director
 Administrative Services Manager

Rancho Cucamonga, CA
 Rancho Santa Margarita, CA
 Redwood City, CA
 San Bruno, CA
 San Clemente, CA
 San Rafael, CA
 Santa Barbara County, CA
 Santa Barbara County, CA
 Seaside, CA
 Silverthorne, CO
 South Lake Tahoe, CA
 Stockton, CA

Director of Human Resources
 Human Resources/Risk Management Administrator
 Human Resources Director
 Human Resources Director
 Human Resources Manager
 Human Resources Director
 Human Resources Director
 Assistant Human Resources Director
 Personnel Services Manager
 Human Resources Director
 Human Resources Manager
 Director of Human Resources

Public Safety/Law Enforcement

Alhambra, CA
 Alhambra, CA
 Antioch, CA
 Atherton, CA
 Benicia, CA
 Bell, CA
 Beverly Hills, CA
 Bothell, WA
 Calistoga, CA
 Contra Costa County, CA
 El Centro, CA
 Eureka, CA
 Galt, CA
 Gilroy, CA
 Hayward, CA
 Lone Tree, CO
 Lone Tree, CO
 Los Altos, CA
 Menlo Park, CA
 Milpitas, CA
 Oceanside, CA
 Piedmont, CA
 Porterville, CA
 San Pablo, CA
 San Pablo, CA
 San Rafael, CA
 Santa Monica, CA
 Severance, CO
 Silverthorne, CO
 Sonoma Valley Fire & Rescue District, CA
 Springfield, OR
 Vail, CO
 Yuba City, CA

Chief of Police
 Fire Chief
 Police Chief
 Police Chief
 Fire Chief
 Police Chief
 Police Chief
 Fire Chief
 Police Chief
 Chief Probation Officer
 Police Chief
 Police Chief
 Police Chief
 Fire Chief (2004 & 2019)
 Fire Chief
 Patrol Operations Commander
 Police Chief
 Police Captain
 Police Chief
 Police Chief
 Fire Chief
 Fire Chief
 Chief of Police
 Police Chief
 Police Commander
 Chief of Police
 Police Chief
 Police Chief
 Police Chief
 Fire Chief
 Police Chief
 Fire Chief
 Assistant Fire Chief

Parks & Recreation

Anaheim, CA
 Bell, CA
 Bothell, WA
 Hayward Area Recreation & Park District, CA
 Hayward Area Recreation & Park District, CA
 Lafayette, CA
 Oxnard, CA

Director of Community Services
 Community Services Director
 Director of Parks & Recreation
 Parks & Facilities Maintenance Director
 Recreation, Arts & Community Services Director
 Director of Parks & Recreation
 Cultural & Community Services Director

Pacifica, CA
Palo Alto, CA
Piedmont, CA
Pleasanton, CA
Roseville, CA
San Clemente, CA
Tracy, CA

Director of Parks, Beaches & Recreation
Community Services Director
Recreation Director
Director of Parks & Community Services
Parks, Recreation & Libraries Director
Director of Beaches, Parks & Recreation
Parks & Community Services Director

City/County Clerk

Beverly Hills, CA
Hayward, CA
Long Beach, CA
Midpeninsula Regional Open Space District, CA
Midpeninsula Regional Open Space District, CA
Mountain View, CA
Palo Alto, CA
Rancho Santa Margarita, CA
Redwood City, CA
San Mateo, CA
Walnut Creek, CA

City Clerk
City Clerk
City Clerk
Clerk of the Board
Public Affairs Manager
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk

Community Relations

Pleasant Hill, CA

Community Relations Manager

Library Director

Beaverton, OR
Boulder, CO
Hayward, CA
Huntington Beach, CA
Pacific Grove, CA
Palo Alto, CA

Library Director
Library Director
Library Director
Library Director
Library Director
Library Director

Information Technology

Fremont, CA
Jefferson County, CO
San Mateo County, Office of Superior Court, CA
San Mateo County, Office of Superior Court, CA

Information Services Technology Director
Information Technology Director
Information Technology Director
Court Information Technology Manager

Human Services

Douglas County, CO
Eagle County, CO
Mariposa County, CA
Washington County, OR

Human Services Director
Director of Human Services
Public Health Officer
Director of Health & Human Services

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that,
according to the records of this office,

Peckham & McKenney, Inc.

is an entity formed or registered under the law of California, has complied with all
applicable requirements of this office, and is in good standing with this office. This entity has
been assigned entity identification number 20171958884.

This certificate reflects facts established or disclosed by documents delivered to this office on
paper through 12/10/2019 that have been posted, and by documents delivered to this office
electronically through 12/12/2019 @ 17:37:44.

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this
official certificate at Denver, Colorado on 12/12/2019 @ 17:37:44 in accordance with applicable law.
This certificate is assigned Confirmation Number 11961357.



Jena Griswold

Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

EXECUTIVE RECRUITMENT SERVICES



Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Jennifer Fadden, President of Executive Recruitment
and Interim Management

JenniferFadden@GovernmentResource.com

Kristin Navarro, Director of Business Development and
Recruitment

KristinNavarro@GovernmentResource.com

COMPANY PROFILE

Background

Strategic Government Resources, Inc. (SGR) was incorporated in Texas in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high-profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR's core values are:

- Customer Service
- Integrity; Philanthropy
- Continuous Improvement
- Flexibility
- The Golden Rule
- Collaboration
- Protecting Relationships.

Office Locations

SGR's corporate headquarters is in **Keller, Texas, in the Dallas/Fort Worth Metroplex**. SGR also has virtual offices in:

Arizona Phoenix	Missouri Gladstone	Pennsylvania Philadelphia	Texas (cont'd) Granbury Greenville Lubbock Murchison North Richland Hills Richardson Sugar Land Tyler
Florida Kissimmee Lakeland	Nevada Las Vegas	Texas Abilene Arlington Coppell Corpus Christi Forney	
Georgia Savannah	North Carolina Mooresville		
Massachusetts Boston	Oklahoma Stillwater		

Executive Recruitment Team

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President of Executive Recruitment and Interim Services
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Kristin Navarro, Director of Business Development and Recruitment
- Katie Babits, Diversity and Partner Collaboration Manager
- Leigh Corson, Executive Search Manager
- Muriel Call, Research Manager
- Delena Franklin, Lead Recruitment Coordinator
- Becky Welch, Recruitment Coordinator
- Courtney Ware, Recruitment Coordinator
- Andra Henson, Research Specialist
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President
- Bob Turner, Senior Vice President
- Cory Smith, Senior Vice President
- David Leininger, Senior Vice President
- Gary Holland, Senior Vice President
- Kurt Hodgen, Senior Vice President
- Larry Bell, Senior Vice President
- Larry Boyd, Senior Vice President
- Larry Gilley, Senior Vice President
- Lissa Barker, Senior Vice President
- Margie Rose, Senior Vice President
- Mike Tanner, Senior Vice President
- Price Robinson, Senior Vice President
- Ron Robinson, Senior Vice President
- Tommy Ingram, Senior Vice President

For a full list of SGR team members, please visit: www.governmentresource.com/SGR_team.

UNIQUE QUALIFICATIONS

Marketing and Networking

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Only SGR can work all of the relevant networks as a peer and insider, resulting in better recruitment, better investigation, better intelligence, better information, and better final decisions.

How SGR reaches the most extensive and diverse pool of applicants:

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all recruitments conducted by SGR are announced, reaches **over 50,000 subscribers**.
- SGR has an opt-in subscriber database of **over 3,900 city management officials**.
- SGR's marketing includes **custom-made graphics** and **targeted ad placement on LinkedIn** users' pages who are selected by LinkedIn's algorithms to be a match for your job posting. This helps **recruit passive candidates** who might otherwise not be aware of the opening.
- SGR has a social media expert on staff, who provides a **comprehensive social media marketing campaign** that includes email, Facebook, Twitter, Instagram, and LinkedIn.
- SGR has formal collaborative partnerships with:
 - League of Women in Government (LWG)
 - Florida City and County Management Association (FCCMA)
 - Louisiana Municipal Association (LMA)
 - Missouri Municipal League (MML)
 - Oklahoma Municipal League (OML)
 - City Management Association of Oklahoma (CMAO)
 - National Public Employers Labor Relations Association (NPELRA)
 - Texas Fire Chiefs Association (TFCA)
- SGR conducts over 320 live training classes each year on average, and we currently serve over 23,000 local government employees in our Learning Management System (LMS).
- SGR has 544 local government clients in 47 states for our recruitment, training, and leadership development business lines combined.

Listening to Your Unique Needs

SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is typically able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Comprehensive Needs Assessment

SGR's executive recruiting services are unequalled. Our role is to find the candidate who is the best match for your organization.

Finding qualified candidates is not difficult; the hard part is finding qualified candidates who are the right fit for your organization. A leading-edge candidate and a safe harbor candidate often look the same on paper but will have profoundly different impacts on your organization. As detailed in our Project Methodology our search process is the most comprehensive in the industry.

Recorded Online Interviews with Candidates

SGR's unique online recorded interview process allows the search committee to see candidates in an interview setting prior to the finalist stage of the recruitment process, and without having to pay travel expenses.

Comprehensive Media Reports

One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist. SGR produces a comprehensive media report on each candidate during the semifinalist and finalist stages which is further detailed in the Project Methodology.

Accessibility

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email.

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should, or will be, demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can

anticipate that SGR will make a serious and sincere effort to include qualified women and minority candidates in the finalist pool. Although SGR obviously cannot, and would not, guarantee the makeup of the finalist group, SGR does have relationships and contacts nationwide to encourage the meaningful participation of women and minority candidates.

PROJECT METHODOLOGY

A full-service recruitment typically entails the following steps:

1. Organizational Inquiry and Analysis

- Develop Project Plan and Timeline
- Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)
- Development of Position Profile and Professional Production of Brochure

2. Advertising and Recruitment

- Ad Placement
- Social Media and Marketing of Position

3. Initial Screening and Review

- Management of Applications
- Evaluation of Resumes
- Search Committee Briefing to Facilitate Selection of Semifinalists

4. Evaluation of Semifinalist Candidates

- Written Questionnaire
- Recorded Online Interviews
- Media Search Stage 1
- Search Committee Briefing to Facilitate Selection of Finalists

5. Evaluation of Finalist Candidates

- Comprehensive Media Search Stage 2
- Comprehensive Background Investigation Report
- First Year Game Plan (if desired)

6. Interview Process

- Conduct Interviews
- Deliberations
- Reference Checks

7. Negotiations and Hiring Process

- Determine the Terms of an Offer
- Negotiate Terms and Conditions of Employment

8. Satisfaction Surveys

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placements, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement / Social Media and Marketing of Position

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile Brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 50,000 local government professionals, in

addition to a targeted email announcement to specific professional categories and/or areas of the country. By utilizing an email distribution strategy, these brochures tend to “get legs” of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, LinkedIn, Instagram, and Pinterest to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provides updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive recruitment involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates’ applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of up to 12 semifinalists. The presentation will include summary

information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with the cover letters and resumes.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete recorded online interviews. Videos of the candidates answering pre-recorded questions are sent to the Search Committee for review. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Comprehensive Media Search Stage 2

These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates' names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other recruitment firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

A sample media report can be viewed at the following link:

www.governmentresource.com/Sample_Media_Search_Redacted.pdf.

Comprehensive Background Investigation Reports

Through SGR's partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)

- County criminal search (for every county in which candidate has lived or worked) for previous 10 years
- County civil search (for every county in which the candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

First Year Game Plan (if desired)

The “First Year Game Plan” is a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders, and candidates are given free rein to make contact with all of them in advance and use those insights to develop a “first year game plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Facilitating a Q&A series in the local newspaper with finalist candidates. This would run a week or two prior to the interviews;
- Utilize a citizen committee to conduct the early stage candidate screening and then turn over a semifinalist list to the City Council (if applicable);
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- “Round Robin” forum meetings with various community groups during a multi-day interview process.

Step 6: Interview Process

Conduct Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or on whether to bring back one or more candidates for a second interview.

Reference Checks

Our reference checks are the most comprehensive in the industry. We will talk to as many professional contacts as necessary for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation "log-jams."

Step 8: Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Services if Desired

DiSC Management Assessments

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

Press Release

Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

Post-Hire Team Building Analysis

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. The price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports.

STANDARD TIMELINE

Timeline will be adjusted at the outset of the search to meet the organization's needs.

Task	Weeks
<ul style="list-style-type: none"> Contract Executed Outline Project Plan, Timeline Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired) 	Week 1
<ul style="list-style-type: none"> Deliverable: Position Profile Brochure Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> Ad Placements Accept Applications Email Distribution and Marketing of Position Profile 	Weeks 4-7
<ul style="list-style-type: none"> Triage and Scoring of Resumes 	Week 8
<ul style="list-style-type: none"> Search Committee Briefing (Slide Presentation) / Select Semifinalists Candidates Complete Questionnaire and Online Interviews Stage 1 Media Searches 	Week 9
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books 	Week 10
<ul style="list-style-type: none"> Search Committee Briefing / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> Comprehensive Media Search Stage 2 Comprehensive Background Screening Report DiSC Management Assessment (supplemental service if desired) 	Weeks 12-13
<ul style="list-style-type: none"> Deliverable: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> Stakeholder Engagement (if desired) Conduct Interviews Deliberations Reference Checks Negotiations Announcement / Press Release (if desired) 	Week 15

PROJECT COST

All-Inclusive Maximum Price

Professional Services Fee:	\$ 18,500
Expenses Not-to-Exceed:	\$ 6,500
All-Inclusive, Not-to-Exceed Maximum Price:	\$ 24,900*

Expenses Not-to Exceed

SGR does not bill the client for any expenses except for those explicitly detailed herein. Items included in the Expenses Not-to-Exceed include:

- Professional production of a high-quality brochure. This brochure (typically 4 pages) is produced by SGR's graphic designer for a flat fee of \$1,500.
- Marketing and Ad Placements:
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Email blast to SGR's profession-specific opt-in subscriber list
 - Featured post on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, Instagram
 - Targeted ad placements on LinkedIn users' pages who have been selected by LinkedIn's algorithm to be a match for your job posting.
 - Ad placements with one national association and one state association. These two ads are billed at actual cost, with no markup for overhead. Additional ad placements, or the organization's choice, will be billed over and above the not-to-exceed maximum price.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Comprehensive Media Reports – Stage 2. There is a cost of \$500 per candidate. SGR will conduct Stage 2 media searches on the finalist candidates (up to 6 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$400 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR will conduct comprehensive background investigations on the finalist candidates (up to 6 finalists).

- Travel for the Executive Recruiter (incurred for the benefit of the client). Meals are billed at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Up to three (3) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

***Supplemental Services**

The supplemental services listed below are not included in the maximum price above. These supplemental services include:

- SGR has gone green! Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link or a flash drive, if requested. Should the organization request printing of those materials, the reproduction costs for briefing materials are billed at 26 cents per copy, plus the cost of binders and shipping. Flash drives are billed at \$10 each.
- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.
- Stakeholder Survey. SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. Written summary of results is provided to the organization.
- Additional Ad Placements. Additional ad placements, as approved by the organization, that are not included in the not-to-exceed expenses will be billed back at actual cost with no markup for overhead.
- DiSC Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile.
- Post-Hire Team Building Analysis. A half-day onsite workshop is \$4,000, plus travel expenses, and \$150 per person for I-OPT reports.
- Site Visits to Communities of Finalist Candidates. If desired, the Executive Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

Professional fees for the recruitment are billed in three equal installments during the course of the recruitment. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the recruitment process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process at no additional professional fee to the client. If the Organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.



Board of Trustees Meeting

Date: January 14, 2020

Submitted By:

Subject: Purchase Request — 3804 Cleveland Avenue

EXECUTIVE SUMMARY

The Board of Trustees will discuss the purchase option of 3804 Cleveland Avenue.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

None